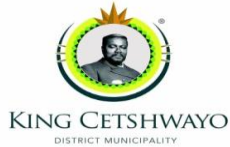


# **INTERGRATED DEVELOPMENT PLAN (2017/18-2021/22)**

## **KING CETSHWAYO DISTRICT MUNICIPALITY**

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**THE MUNICIPAL MANAGER  
PRIVATE BAG X1025  
RICHARDS BAY  
3900**

**KING CETSHWAYO HOUSE  
CORNER OF KRUGERRAND & BARBADOS BAY ROAD  
RICHARDS BAY CBD  
TEL: 035 799 2500 Fax: 035-7898176  
WEBSITE: [www.kingcetshwayo.gov.za](http://www.kingcetshwayo.gov.za)**

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#### **KCDM 5 YEAR IDP IMPLEMENTATION PLAN**

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#### **MUNICIPAL SDBIP & OPMS**

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## ABBREVIATIONS

<b>BEE</b>	Black Economic Empowerment
<b>CBD</b>	Central Business District
<b>CBPWP</b>	Community Based Public Works Programme
<b>CDC</b>	Community Development Co-operative
<b>CIF</b>	Capital Investment Framework
<b>CIP</b>	Comprehensive Infrastructure Plan
<b>COGTA</b>	Co-operative Governance and Traditional Affairs
<b>CRA</b>	Customer Relationship Assessment
<b>DBSA</b>	Development Bank of South Africa
<b>DEAT</b>	Department of Environment, Agriculture and Tourism
<b>DFP</b>	Development Framework Plan
<b>DMC</b>	Disaster Management Centre
<b>DME</b>	Department of Minerals and Energy
<b>DMF</b>	Disaster Management Framework
<b>DMP</b>	Disaster Risk Management Plan
<b>DOE</b>	Department of Education
<b>DOHS</b>	Department of Human Settlements
<b>DSEDS</b>	District Spatial Economic Development Strategy
<b>DOT</b>	Department of Transport
<b>DWAF</b>	Department of Water Affairs and Forestry
<b>ECD</b>	Early Child Development
<b>EIA</b>	Environmental Impact Assessment
<b>EMF</b>	Environmental Management Framework
<b>EMP</b>	Environmental Management Procedure
<b>EPWP</b>	Extended Public Works Programme
<b>EXCO</b>	Executive Committee
<b>FY</b>	Financial Year

<b>GE</b>	Gender Equity
<b>GGP</b>	Gross Geographical Product
<b>GIS</b>	Geographical Information System
<b>HIV/AIDS</b>	Human Immune deficiency Virus/Acquired Immunodeficiency Syndrome
<b>HSP</b>	Housing Sector Plan
<b>ICT</b>	Information Communication Technology
<b>IDP</b>	Integrated Development Plan
<b>IEP</b>	Integrated Environmental Programme
<b>IWMP</b>	Integrated Waste Management Plan
<b>KPA</b>	Key Performance Area
<b>KPI</b>	Key Performance Indicator
<b>KZN</b>	KwaZulu-Natal
<b>LED</b>	Local Economic Development
<b>LM</b>	Local Municipality
<b>LRAD</b>	Land Redistribution for Agricultural Development
<b>LRI</b>	Lower Respiratory Infection
<b>LUMF</b>	Land Use Management Framework
<b>LUMS</b>	Land Use Management System
<b>MANCO</b>	Management Committee
<b>MEC</b>	Member of the Executive Council (Local Government and Traditional Affairs)
<b>MFMA</b>	Municipal Finance Management Act No. 56 of 2003
<b>MIG</b>	Municipal Infrastructure Grant
<b>MTCF</b>	Medium-term Capital Framework
<b>MTCT</b>	Mother-To-Child HIV Transmission
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NDMF</b>	National Disaster Management Framework
<b>NDP</b>	National Development Plan
<b>NSDP</b>	National Spatial Development Perspective
<b>NWMS</b>	National Waste Management Strategy
<b>OVC</b>	Orphaned and Vulnerable Children
<b>PA</b>	Planning Authority
<b>PGDS</b>	Provincial Growth and Development Strategy
<b>PMS</b>	Performance Management System
<b>PSEDS</b>	Provincial Spatial Economic Development Strategy
<b>SEA</b>	Strategic Environmental Assessment
<b>SDF</b>	Spatial Development Framework
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan

<b>SMME</b>	Small, Medium and Micro Enterprise
<b>SODA</b>	Sate of the District Address
<b>SONA</b>	State of the Nation Address
<b>TA</b>	Tribal Authority
<b>TBC</b>	To Be Confirmed
<b>TLC</b>	Transitional Local Council
<b>KCDM</b>	King Cetshwayo District Municipality
<b>WSB</b>	Water Services Backlog
<b>WSDP</b>	Water Services Development Plan

# SECTION A:

## EXECUTIVE SUMMARY

### A1.0 OVERVIEW OF THE DISTRICT

#### A1.1 LOCALITY

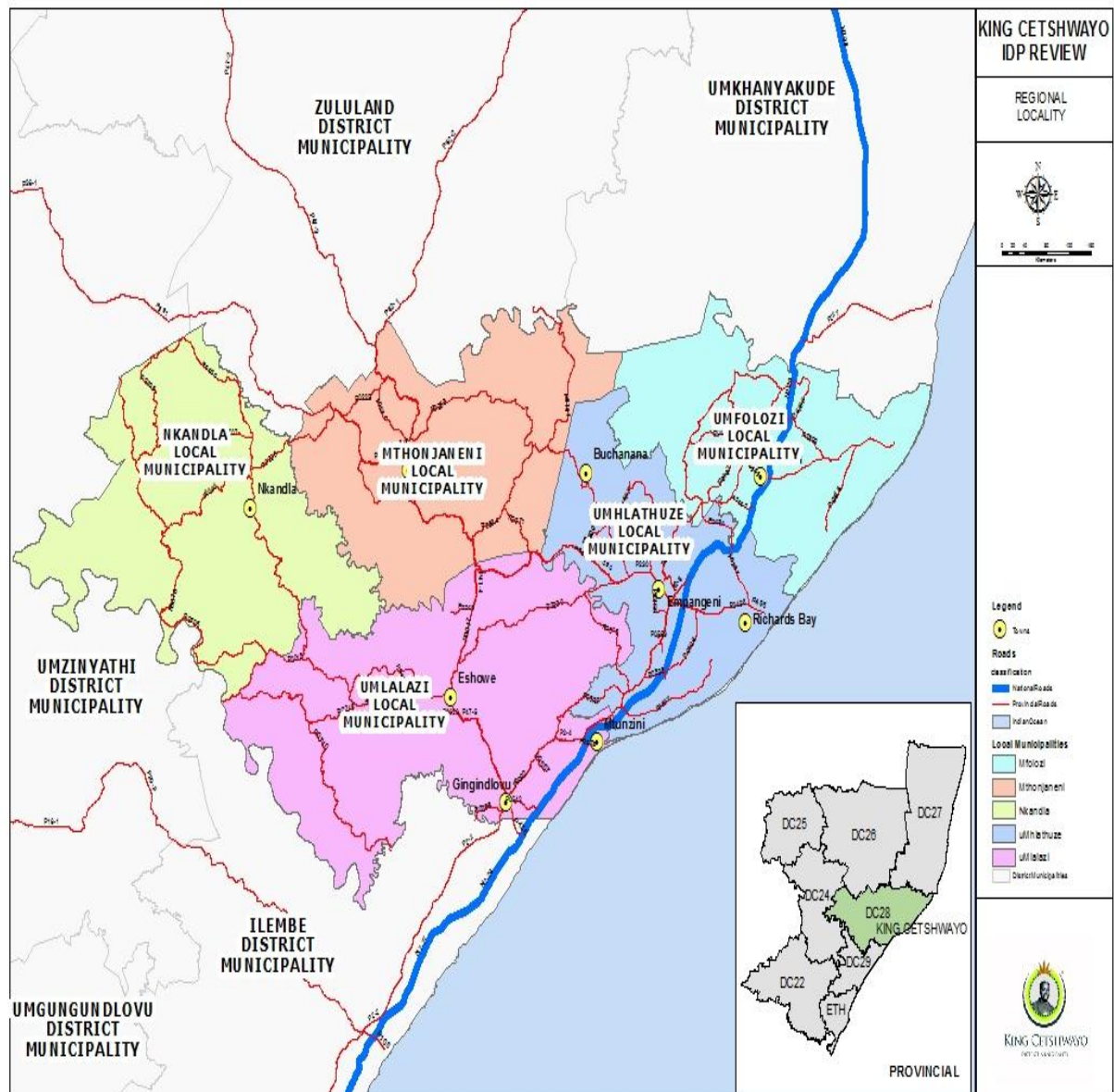
King Cetshwayo District Municipality is a category C municipality and is located in the north eastern region of the KwaZulu-Natal Province on the eastern seaboard of South Africa. It covers an area of approximately 8213 square kilometres, from the agricultural town of Gingindlovu in the south, to the UMfolozi River in the north and inland to the mountainous beauty of rural Nkandla.

The district is a home to five local municipalities:

- uMhlathuze,
- uMlalazi,
- Mthonjaneni,
- Nkandla,
- UMfolozi.

It has the third highest population (with an estimated total of 971 135 people) in the province after the eThekweni Metro (Durban) and the uMgungundlovu district (Pietermaritzburg and surrounds).

**Map 1: Locality**



### A1.1.1 LOCALITY PROFILE

This paradoxical district comprises the best and worst of the two economies of this country. We are home to several of the largest industrial giants in the world, the retail



sector in our urban areas are burgeoning with economic activity, the agricultural and tourism potential is boundless and opportunities exist for local economic development. However, in recent times, the district has also experienced a number of difficulties in light of the world-wide economic recession. This coupled with crippling droughts and deep rural communities living in utter poverty are also strong characteristics of King Cetshwayo district, with a backlog of water and sanitation service delivery topping the municipal list of priorities.

#### **A1.1.2 COMPETITIVE ADVANTAGES**

- King Cetshwayo District Municipal area is well-endowed with natural resources with its competitive advantages:
- A good climate that opens up avenues for productive agricultural and tourism development;
- Agriculture with irrigation infrastructure in place; and
- A scenic environment and coastal terrain which create opportunities for tourism development.

King Cetshwayo's unique qualities set it apart from many other regions in South Africa. It boasts the largest deep-water port on the African continent, which imports and exports the most bulk cargo of all African ports. It has double the capacity of the Port of Durban to the south and handles in excess of 75 million tons of cargo annually. The development of the harbour facilities at Richards Bay has promoted the development of the manufacturing sector, such that the manufacturing sector is one of the largest economic contributors to the gross geographic product in King Cetshwayo.

#### **A1.1.3 CHALLENGES**

Some 80% of the population is rural and 53% is aged between 0 and 19 years. Women make up 53% of the population due to migration patterns associated with the province in general and there are large disparities in settlement concentrations.

The challenge is to provide basic services such as water and sanitation to these people while stimulating local economic development, job creation and the growth of the small and medium business sector. The need to address poverty is one of the most critical issues.

King Cetshwayo District Municipality allocates the almost half of its annual budget to capital infrastructure projects in the local municipalities: where it supplies basic services and sadly the vast majority of residents live in rural homesteads and unemployment is at about 50%. A lack of scarce skills has negatively affected the employment conditions, as industries have been forced to source labour outside of the region, to the detriment of local workers.

Severe drought conditions have resulted in water sources running completely dry causing further challenges.

#### **A1.1.4 SERVICE DELIVERY AND INFRASTRUCTURE**

The council's highest priorities are aimed at eradicating rural backlogs for water supply and sanitation services, as measured against RDP standards. The following has been achieved in King Cetshwayo District with regard to water and sanitation backlogs:

- Water backlog from 81% in 2001/02 to 29.4% 2015/16
- Sanitation backlog from 80% in 2001/02 to 12% in 2015/16

#### **A1.1.5 LOCAL ECONOMIC DEVELOPMENT**

King Cetshwayo offers highly favourable agricultural conditions as it has extremely fertile soils, good rainfall and enjoys an excellent, frost-free climate all year round. A wide variety of bio-climatic conditions are on offer across the district, from the mountainous area of Nkandla down to the coastline. The agricultural sector is a dual economy, consisting of commercial agriculture on one hand and traditional agriculture on the other. The commercial agricultural economy is based on the sugar and forestry industries. Traditional agriculture is practiced on most of the tribal lands in the district and has enormous potential for growth with agriculture as a niche area.

At King Cetshwayo District Municipality giant steps have been taken in initiating skills transfer schemes and on-the-job training for members of our communities in the implementation of the majority of our capital infrastructure projects. The Local Economic Development initiatives have also led to job creation and entrepreneurship opportunities for our people. Partnerships with the Department of Agriculture and Poultry growers are assisting to develop commercial farmers. There have been further partnerships with IThala Development Finance Corporation for training of SMME's.

#### **A1.1.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

The District Municipality's progress in implementing the IDP is measured through various means, for example; Service Delivery and Budget Implementation Plan.

The purpose of the district annual report is to provide a record of the activities of the municipality or entity; a report on performance in service delivery and budget implementation; and to promote accountability to the local community.

The level of fulfilment and satisfaction of the people of King Cetshwayo district is measured by King Cetshwayo District Municipality through a Customer Satisfaction Survey. The survey aims to determine the standard of living, levels of education and income as well as social activities that characterize the people of King Cetshwayo. In this way the district is able to measure the effect of its service delivery programmes as well as understand the bread-and-butter issues of its citizens.

#### A1.1.7 LEGISLATIVE MEETINGS

The implementation of Section 81 of the Municipal Structures Act, Act 117 of 1998 that provides for the participation of traditional leaders in Municipal Councils is now underway. The Gazette identifying the names of Traditional Leaders that are to serve in Municipalities was published in April 2013 (Provincial Gazette No 926 Vol. 7). The Traditional leaders that are to serve in King Cetshwayo District Municipality Council are as follows:

**Table1: Traditional Leaders on Council**

NAME OF TRADITIONAL LEADER	IDENTITY NUMBER	TRADITIONAL COMMUNITY
Victoria Thembelihle Dube	5308120336088	Kholweni
Bonginkosi Shilo Mthembu	7104065297080	Somopho
Zakhe Davidson Mpungose	7405065426086	Mpungose
Sifisi Regional Biyela	8103035664089	Mombeni
Velemandleni Biyela	3802085197081	Yanguya
Bhekisabelo Sithembiso Shezi	7505275719082	Chube
Muziwami Thembinkosi Zuma	7106166485084	Nxamalala
Mandla Mbeki Mkhwanazi	6410106978088	Mkhwanazi

**Table 2: Executive Committee Meetings**

EXECUTIVE COMMITTEE				
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS	SPECIAL ITEM
JANUARY	11H00	20/01/2017	06/01/2017	Mid-Year Review
FEBRUARY	10H00	08/02/2017	25/01/2017	
FEBRUARY	12H00	23/02/2017	09/02/2017	Adjustment Budget
MARCH	10H00	08/03/2017	22/02/2017	
MARCH	12H00	23/03/2017 (sp)	09/03/2017	Draft IDP, Draft Budget
APRIL	10H00	12/04/2017	29/03/2017	
APRIL	10H00	26/04/2017 (sp)	12/04/2017	
MAY	10H00	10/05/2017	26/04/2017	
MAY	11H00	25/05/2017	11/05/2017	Final Budget
JUNE	10H00	14/06/2017	31/05/2017	Final IDP

**Table 3: Council Meetings**

COUNCIL				
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS	SPECIAL ITEMS
JANUARY	12H00	20/01/2017	06/01/2017	Mid-Year Review
FEBRUARY	13H00	23/02/2017	09/02/2017	Adjustment Budget
MARCH	13H00	23/03/2017	09/03/2017	Draft IDP & Draft Budget
MAY	12H00	25/05/2017	11/05/2017	Final Budget
JUNE	12h00	29/06/2017	15/06/2017	Final IDP

**A1.1.8 FINANCIAL VIABILITY AND MANAGEMENT**

It is believed that infrastructure precedes development, which is why over 70% of the budget is spent on capital infrastructure, with the aim of meeting the water and sanitation targets. Prudent fiscal policies are another indication of the ability to manage funds in a manner that is transparent, ethical and most-importantly, economically sound.

**A1.1.9 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

King Cetshwayo District Municipality's strongest asset is its employees, who are committed to a common cause: delivery of services. With a dedicated and motivated team of officials who identify with the needs of the community, they are able to pinpoint the priority issues and ensure that these are the initiatives that take precedence when our budget is formulated

## A1.2 DEMOGRAPHICS

### A1.2.1 DISTRICT PROFILE

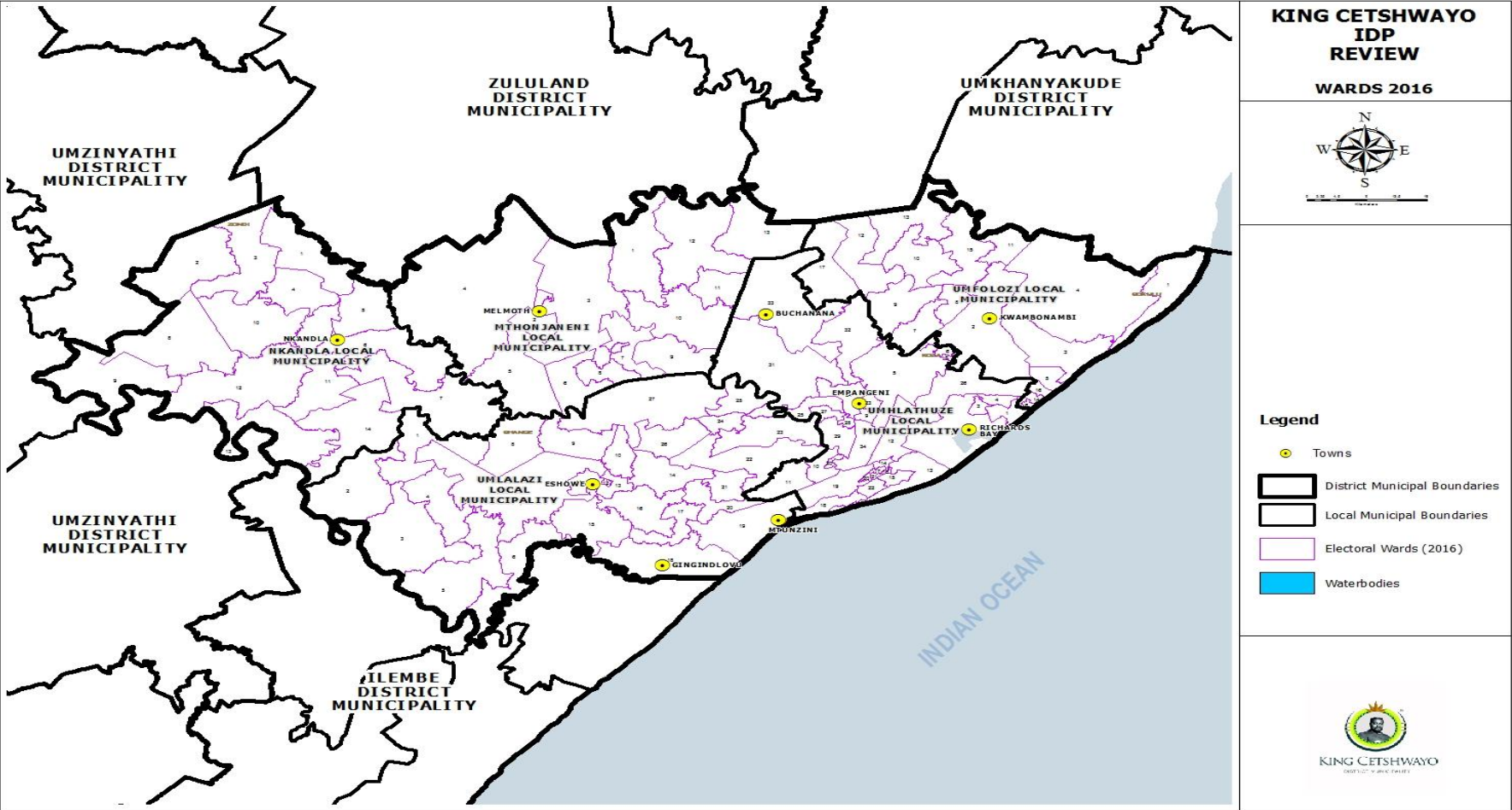
Information in the following table contains demographics per local municipality for Spatial Size, Population, Wards and Traditional Authorities:

**Table 4: Municipality Demographics**

MUNICIPALITY	CURRENT SPATIAL SIZE	DEMOGRAPHIC SIZE	NUMBER OF WARDS	NUMBER OF TA	NAMES OF TRIBAL AUTHORITIES
uMfolozi	1208 km <sup>2</sup>	144 363	17	3	<ul style="list-style-type: none"> <li>• Mthethwa</li> <li>• Mbonambi</li> <li>• Mambuka</li> <li>• Somopho</li> <li>• Sokhulu</li> </ul>
uMhlathuze	795 km <sup>2</sup>	410 465	34	5	<ul style="list-style-type: none"> <li>• Dube</li> <li>• Mbuyazi</li> <li>• Zungu</li> <li>• Somopho</li> <li>• Mkwanazi</li> <li>• Khoza</li> </ul>
uMlalazi	2214 km <sup>2</sup>	213,601	27	14	<ul style="list-style-type: none"> <li>• T Biyela</li> <li>• ZM Biyela</li> <li>• Khoza</li> <li>• Zulu</li> <li>• F R Biyela</li> <li>• Zulu</li> <li>• S Zulu</li> <li>• Nzuza</li> <li>• Mpungose</li> <li>• Dube</li> <li>• Ntuli</li> <li>• Zulu</li> <li>• Mzimela</li> <li>• Shange</li> </ul>
Mthonjaneni	1086 km <sup>2</sup>	78 883	13	4	<ul style="list-style-type: none"> <li>• Ntembeni</li> <li>• Obuka</li> <li>• Obizo</li> <li>• Yanguye</li> </ul>
Nkandla	1827 km <sup>2</sup>	114,284	14	18	<ul style="list-style-type: none"> <li>• Biyela</li> <li>• Dlomo</li> <li>• Khanyile</li> <li>• Khanyile</li> <li>• Magwaza</li> <li>• Mbhele</li> <li>• Mchunu</li> <li>• Mpungose</li> <li>• Ntuli</li> <li>• Shezi</li> <li>• Sibisi</li> <li>• Xulu</li> <li>• Zondi</li> <li>• Zulu</li> <li>• Zuma</li> <li>• Biyela</li> <li>• Sithole</li> <li>• Mpungose</li> </ul>
<b>King Cetshwayo</b>	<b>8213 km<sup>2</sup></b>	<b>917 135</b>	<b>105</b>	<b>46</b>	

Source: Stats SA –Community Survey 2016

Map 2: King Cetshwayo District Wards





Furthermore the table below indicates demographics for King Cetshwayo District

**Table 5: District Overview**

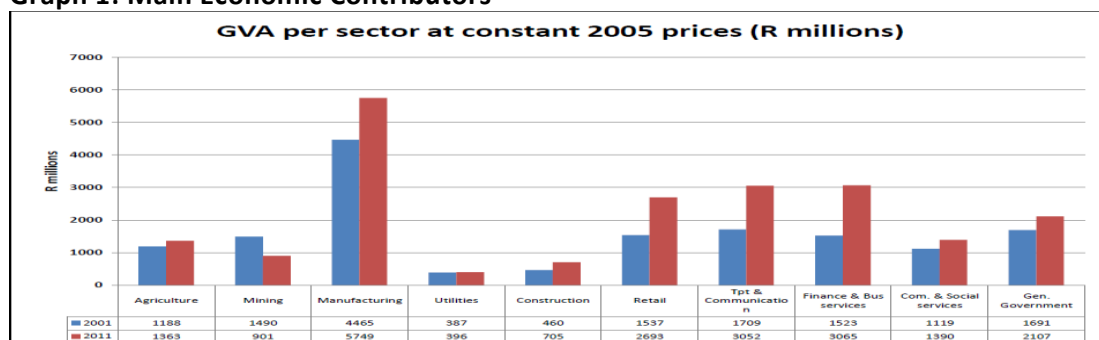
INDICATOR	KING CETSHWAYO MUNICIPALITY
Area	8 213 km <sup>2</sup>
Population	917 135
Households	225 797
Number of settlements	1 318 (WSDP 2007)
Urban areas	2 major, 3 minor, 4 rural centres
% rural population	80% (162 381 households)
% urban population	20% (40 595 households)
Gender breakdown	Males 459 832
	Females 511 302
Age breakdown	0 – 14 ( 387 358)
	15 – 34 (345 805)
	35-64 (176 455)
	65 + (61515)
Life expectancy	2006 43.1 years (IDP 2012)
	2011 57.1 years

Source: Stats SA Community Survey 2016

### A1.2.2 ECONOMIC PROFILE

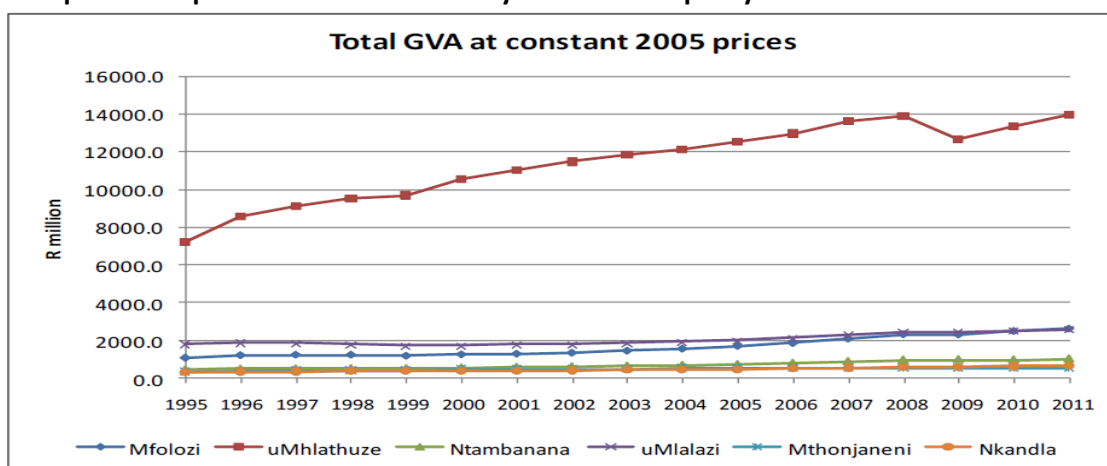
The most dominant economic sectors in the district as measured by GVA is the manufacturing sector (R5.7billion in constant 2005 prices), the financial and business service sector (R3.06billion) and the transport and communication sector (R3.05billion). The financial and business services sector showed the biggest increase between 2001 and 2011 growing its output by R1.54billion. Other sectors showing significant growth includes transport and communication sector (R1.34billion increase) and the manufacturing sector (R1.28billion increase). The compositional trends of the district economy however reveal a somewhat different picture. Both the financial and business services sector (increasing its share by 4.5% from 9.8 to 14.3) and the transport and communication sector (from 11.0% to 14.25) increased its contribution to the total district GVA. Although still growing and remaining dominant sector in absolute terms, the relative importance of the manufacturing sector of the district economy declined from 28.7% (GVA 2001) to 26.8% (GVA 2011).

**Graph 1: Main Economic Contributors**



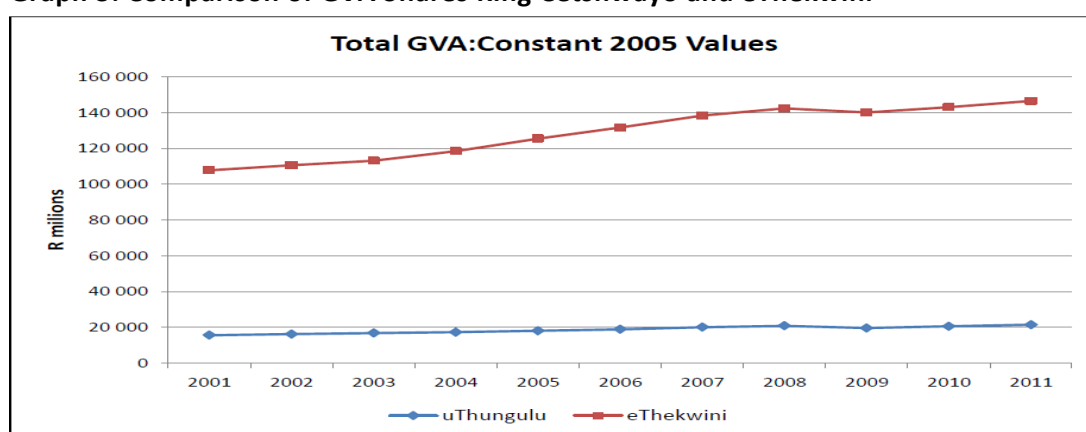
Source: King Cetshwayo DGD

**Graph 2: Comparison of GVA Shares by Local Municipality**



Source: King Cetshwayo DGDP

**Graph 3: Comparison of GVA Shares King Cetshwayo and eThekweni**



Source: King Cetshwayo DGDP

**Table 6: Annual Household income**

INCOME	POPULATION	%
No income	27843	14%
R 1 - R 4800	9931	4.9 %
R 4801 - R 9600	18155	9%
R 9601 - R 19 600	41622	20.5%
R 19 601 - R 38 200	42254	20.8%
R 38 201 - R 76 400	23218	11.4%
R 76 401 - R 153 800	15971	7.8
R 153 801 - R 307 600	12316	6%
R 307 601 - R 614 400	8320	4%
R 614 001 - R 1 228 800	2332	1.1%
R 1 228 801 - R 2 457 600	594	0.3%
R 2 457 601 or more	415	0.2%
Total	202972	100%

Source: Census 2011

The table indicates that 80.6% of the municipality's population have an income of less than R76 400p.a. or R6366.66 monthly. It is notable that 41.3% of the population falls in the income bracket of R9 601 – R38 200 p.a. or R800 – R3 183.33 monthly. This fact need to be taken into consideration when the municipality determine its tariff structures for service provisions.

## A2.0 HOW WAS THE IDP DEVELOPED?

This is a new **4th generation of the IDP** for the period of the next coming 5 years.

A principal 5 year IDP will be adopted in June 2017 developed in terms of the Municipal Systems Act, Act 32 of 2000 and according to COGTA's guidelines. A Framework Plan to guide the 5 year IDP Review was adopted to assist in achieving certain milestones and informs the Process Plans of the King Cetshwayo family of Local Municipalities. Although this is a new term of IDP to be able to move forward there are aspects of the previous IDP that will have to form part of this new generation, factors such as

- Comments received from MEC's assessment of the previous IDP
- Comments received from and other relevant stakeholders
- Self-assessment, consideration and inclusion of any new information
- Areas requiring attention not addressed during the review of the IDP
- Review and development of sector plans
- Alignment of the district and local municipalities' priorities and plans and budgets
- Alignment of budgets and sector specific plans and programmes of provincial sector departments government with district and local municipality plans
- Incorporate Back to Basics
- Addressing Auditor General concerns

### A2.1 IMPORTANT PLATFORMS:

The following are important platforms in developing the IDP:

- IDP Representative Forum
- Planners and IDP Managers Forums
- Public participation – IDP and Budget Road shows
- Various IGR Structures

The 1<sup>st</sup> round of the District Budget and IDP Road shows takes place between October and November while the 2<sup>nd</sup> round is scheduled to take place between February and March for the following;

uMfolozi Municipality	Mthonjaneni Municipality	Corporate & Government Sectors
uMhlathuze Municipality	Nkandla Municipality	Amakhosi Roadshow
uMlalazi Roadshow		

## **A2.2 IDP ASSESSMENT**

IDP Assessment In terms of Section 32 of the Municipal Systems Act (Act 32 of 2000) a copy of the municipality's IDP must be submitted to the MEC for Local Government for assessment which will ensure that more credible IDP's are produced. The written comments received from the MEC for Local Government assists municipalities a great deal to ensure strategic alignment with the objectives and planning processes of the provincial and national government. The MEC's comments also form the basis of the review process of the 5 year strategic plan of King Cetshwayo District Municipality and the comments received last year have been duly incorporated into this review.

### A3.0 KEY CHALLENGES AND GOALS

CHALLENGE	KCDM GOAL NO	KPA
Ensuring filling of critical vacant posts	2	Municipal Transformation & Organisational Development
Implementing Recruitment and Retention Policies	2	
Implementing Workplace Skills Plan	2	
Maintaining of EDMS system thereby ensuring accurate record keeping	2	
Ensuring Water & Sanitation tariffs are cost reflective	1	Basic Service Delivery
Ensuring that drinking water and waste water management meets the required quality standards at all times	1	
Ensuring effective monitoring of water balance in rural areas	1	
Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district	1	
Improving rural road network to ensure improve linkages between settlements, rural nodes and municipal centres	1	
Supporting meaningful Local Economic Development (LED) initiatives that foster micro and small business opportunities and job creation	5	Local Economic Development
Supporting the LED sub-forums to maintain critical functioning	5	
Diversifying the district's economy	5	
Supporting of tourism initiatives	5	
Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance	3	Financial Viability & Management
Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme	3	
Ensuring that the capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services	3	
Ensuring continued compliance with legal financial requirements	3	
Ensuring indigent policy remains updated and relevant	3	
Maintaining functionality of Council structures	3	Good Governance
Ensuring alignment and coordination between DM and LM's	3	
Implementing of PMS	3	
Ensuring continued support of climate change effects	4	Cross Cutting Interventions
Ensuring effective support to Spatial Planning and Development	4	
Ensuring compliance with SPLUMA and PDA	4	
Ensuring disaster management forums remain functional	4	
Protecting the poor	4	

## **A4.0 LONG TERM VISION**

The vision for King Cetshwayo was developed within the context of the international, national and provincial environment. The vision, mission and core values are as follows:

### **A4.1 VISION**

**By 2035 King Cetshwayo District Municipality will be a cohesive; economically viable district, with sustainable strategic infrastructure; supporting job creation through radical economic transformation rural development and promotion of our heritage.**

### **A4.2 MISSION**

King Cetshwayo DM will serve its communities to create a prosperous district through:

- Provision of sustainable; quality water and sanitation services
- Developing the economy through radical economic transformation and job creation
- Promoting rural development; agrarian reform and food security
- Co-ordinate planning , spatial equity and environmental sustainability
- Promoting heritage, community participation , nation building and good governance

### **A4.3 CORE VALUES**

- Integrity
- Transparency
- Commitment
- Co-operation
- Innovation
- Accountability



## **A5.0 HOW TO ADDRESS THE KEY CHALLENGES**

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the existing electoral term.. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

### **A5.1 BASIC SERVICE DELIVERY**

Aspects such as basic water, sanitation, electricity, refuse and roads, includes social infrastructure, e.g. housing, health, education, welfare and cemeteries. It also relates to the following:

- A sound and updated statistical based service delivery plan
- Targets for municipal services (e.g. water, sanitation, electricity, refuse removal, transportation);
- Free Basic Services and Indigent Register;
- Operations & Maintenance;
- Capacity to implement an Integrated Capital Infrastructure Plan.

### **A5.2 LOCAL ECONOMIC DEVELOPMENT**

This includes Economic Development and Poverty Alleviation Strategies and awareness programmes. In addition to social infrastructure, social programmes also form part of this KPA, e.g. HIV/AIDS, ABET etc., and comprise economic generation objectives and projects. Elements of poverty alleviation could also be grouped under this area. It also relates to the following:

- Competitive and comparative advantages;
- Vision 2035 and second economy investment;
- Skills development;
- LED institutional capacity;
- Social partners.

### **A5.4 GOVERNANCE AND PUBLIC PARTICIPATION**

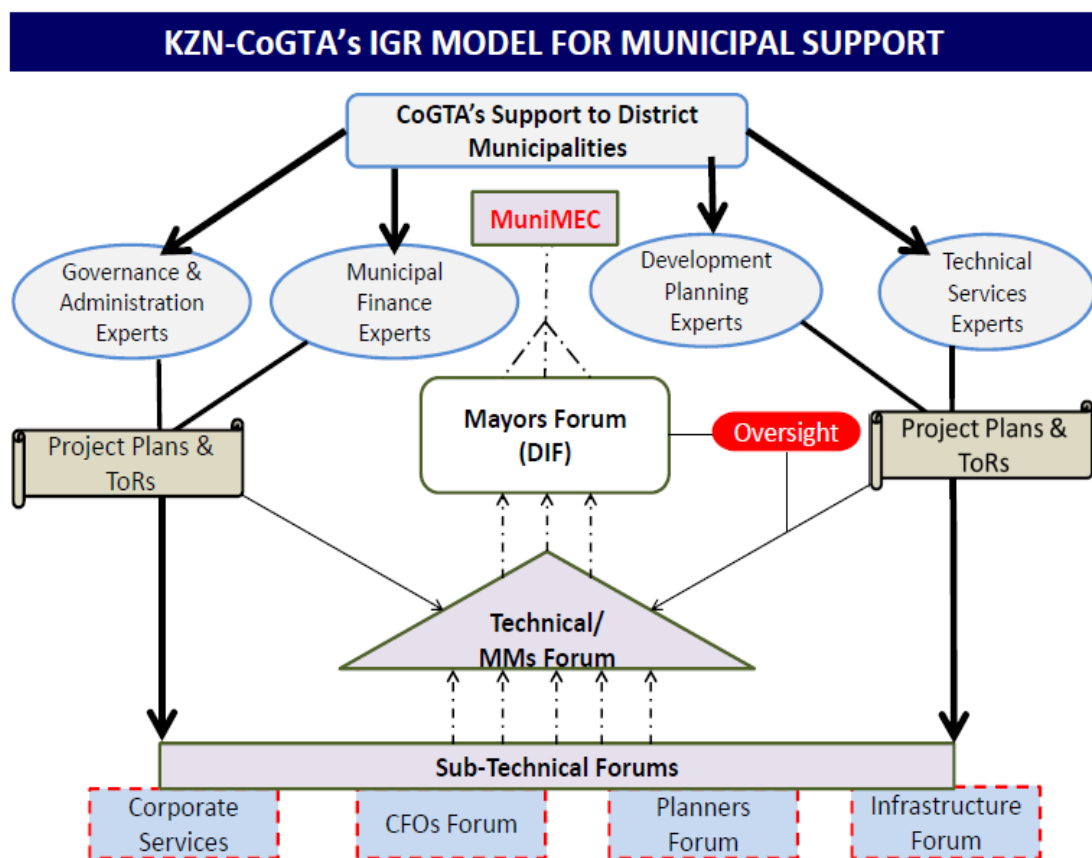
Measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates/is consulted/is empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. It also deals with the involvement of Traditional Councils in municipal affairs. It also relates to the following:

- Functional ward committees and other committees

- Linkages with other governance structures
- Sector engagements
- Community informed IDP
- Annual Report and Annual Performance Report submitted
- Annual IDP Road shows

Sector departments' project input are coordinated at a joint IDP engagement session where all sector departments will be requested to present their projects for the region to political and administrative leadership of the Family of Municipalities.

**Graph 4: KZN COGTA IGR Model**



## A5.5 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

It relates to how the institution is (administratively and politically) capacitated to exercise its duties (human resource development and management). How is the organization structured to meet the needs of the IDP? Is the organization accountable to the public via the necessary reporting and performance management systems? The internal policies and

processes to adhere to are aspects such as gender equity, disability and general management of the municipality. It also relates to the following:

- Performing of powers and functions
- Organogram and vacancy rates
- Capacity assessment to implement IDP
- Various policies
- Organisational PMS

## **A5.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

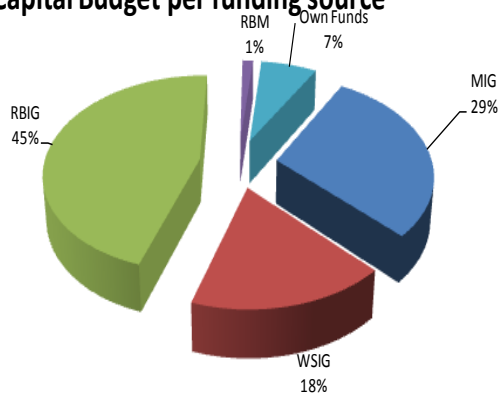
Comprise the policies and management processes relating to revenue generation, supply chain management, debt and credit management as well as assets, liability control and auditing. Aspects such as submission of the financial statements to the Auditor General (AG) as well as the findings of the AG on the municipal affairs are priorities. As part of this KPA, the municipality should comply with the budgetary provisions and aspects as outlined in the MFMA. It also relates to the following:

- Service Delivery Budget Implementation Plan
- Revenue management and billing system
- Expenditure Reports
- Debt Recovery Plan
- Budget and IDP link
- Compilation of a FAR Processes
- Efficient and effective SCM Processes

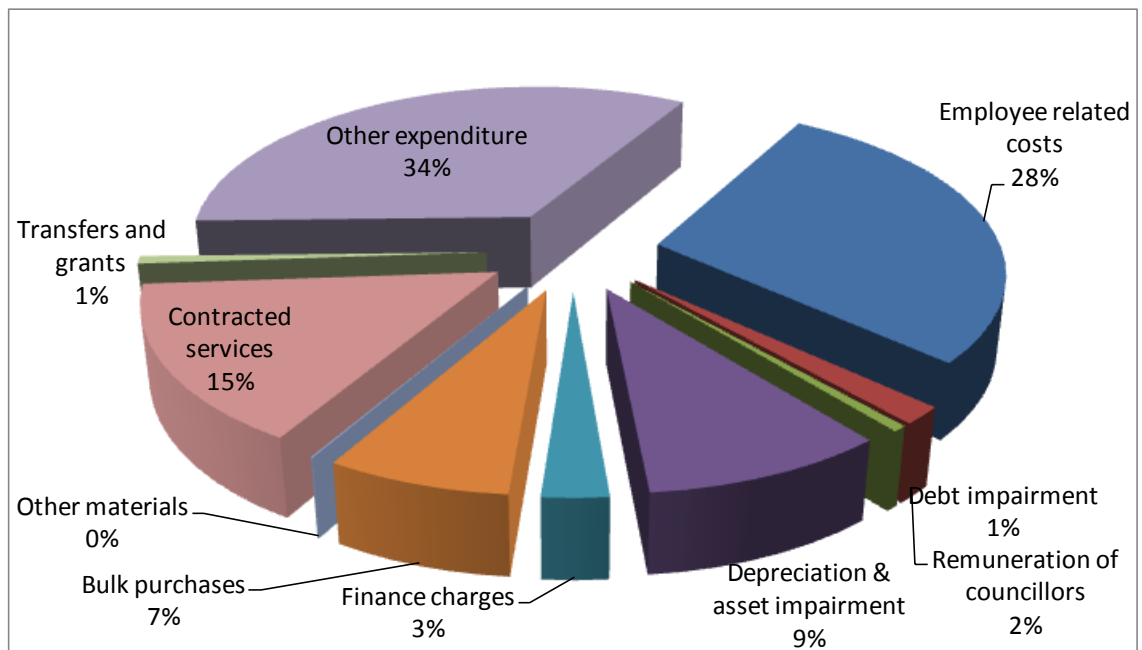
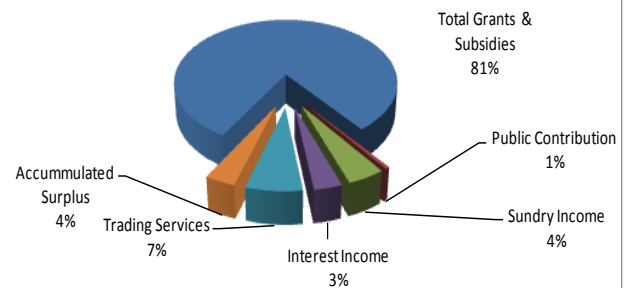
The following graphs give an overview of the sources of revenue for the municipal budget and its alignment to address the municipality's key challenges.

**Graph 5: How the Municipal Budget Address's Key Challenges**

**Draft 2017/18 Budget -  
Capital Budget per funding source**



**Draft 2017/18 Budget -  
Revenue per category**

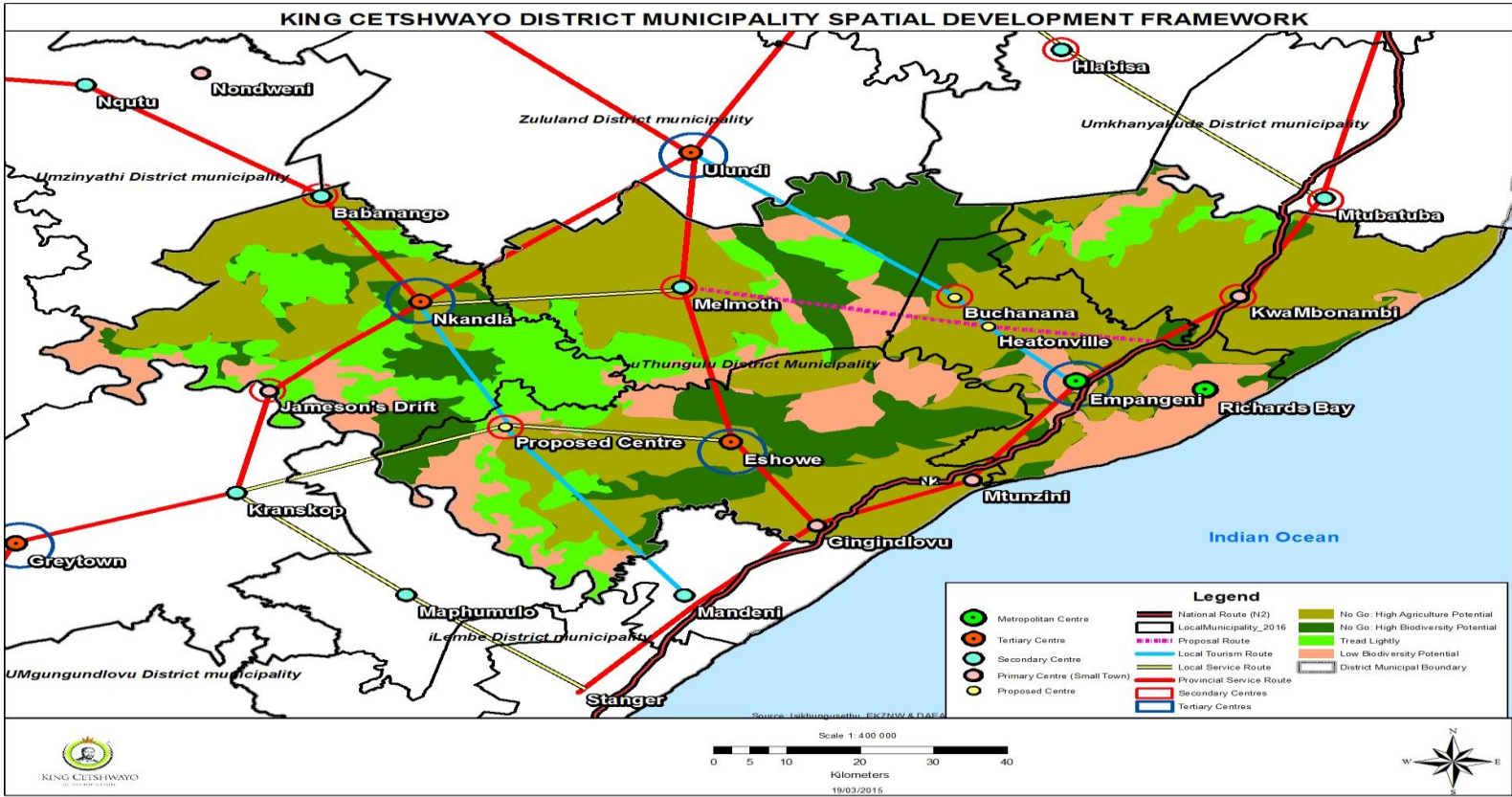


Source: KCDM Finance Department

## **A5.7 SPATIAL PLANNING AND SPATIAL DEVELOPMENT FRAMEWORKS**

- This KPA relates to the following:
  - Analysis shared by National, Provincial and DM/LM policies;
  - Alignment with NDSP and PGDS profile;
  - Spatial analysis translated into SDF;
  - SDF includes LUMS guidelines;
  - Credible statistics;
  - Implementation of District Growth and Development Plan;
  - NDP issues and priorities.

Map 3: Spatial Development Framework



A6.0 KCDM STRATEGIC GOALS

The table below indicates King Cetshwayo District Municipality Strategic Goals.

Table 7: King Cetshwayo Strategic Goals Alignment Table

REF NO.	NATIONAL KPA	PGDS & DGDP GOAL	KCDM GOAL REF. NO.	KCDM STRATEGIC GOALS	OBJECTIVES	BACK TO BASICS	BACK TO BASIC INDICATOR	BATHO PELE PRINCIPLES
1.4.1.2	Basic Service Delivery	Strategic Infrastructure	1	Infrastructure & Basic Service Delivery	To install bulk infrastructure for water to eradicate water services backlog in the district through the provision of basic water services	Pillar 2: Delivering Basic Services		Service Standards  Consultation  Access
					To supply at least 75l of water per day per person			
2.6.3.1	Municipal Transformation & Organisational	Governance & Policy  Human Resource	2	Municipal Transformation, Organisational and Human Resource	To improve effective human resource development to staff and Councillors	Pillar 3: Good Governance  Pillar 5: Building		Encouraging  Innovation  Rewarding

	Development	Development		Development		Capabilities		Excellence
3.6.2.1	Financial Viability & Management	Governance & Policy	3	Sound Financial Management	To ensure financial management	Pillar 4: Sound Financial Management		Value for Money Openness Transparency
4.5.1.1	Cross Cutting Interventions	Environmental Sustainability  Spatial Sustainability	4	Co-ordinated Planning, Spatial Equity, Coastal and Environment Management	To ensure effective spatial planning and development to improve the management of district level responsibilities	Pillar 3: Good Governance		Service standards  Redress
5.1.3.1	Local Economic Development	Economic Growth  Spatial Sustainability	5	Radical Local Economic, Rural Development and Food Security	To promote agriculture development within the District	Pillar 4: Sound Financial Management  Pillar 1: Putting People First and Engaging Communities		Value for Money Openness Transparency



6.3.5.1	Good Governance	Human and Community Development	6	Social Services, Human and Community Development	To improve the quality of life for marginalised groups	Pillar 1: Putting People First and Engaging Communities  Pillar 5: Building Capabilities		Leadership  Strategic Direction  Information  Courtesy
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## SECTION B:

# PLANNING AND ECONOMIC DEVELOPMENT PRINCIPLES

- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMA)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMA, CRDP, and National Strategy on Sustainable Development).
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMA)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMA)
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMA).

- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (Breaking New Ground: from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their needs locally. Furthermore, the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)

## B1.0 GOVERNMENT PRIORITIES & APPLICATION THEREOF

### B1.1 KZN PGDS GOALS AND OBJECTIVES



## B1.2 SUSTAINABLE DEVELOPMENT GOALS

2015 presented a historic and unprecedented opportunity to bring the countries and citizens of the world together to decide and embark on new paths to improve the lives of people everywhere. These decisions will determine the global course of action to end poverty, promote prosperity and well-being for all, protect the environment and address climate change.

**Table 8: SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT**

SDG GOAL NO	SUSTAINABLE DEVELOPMENT GOALS	KCDM GOAL NO	KING CETSHWAYO GOAL DESCRIPTION
1	No Poverty	5	Radical Local Economic Development and Rural Development & Food Security
2	End Hunger	5	Radical Local Economic Development and Rural Development & Food Security
3	Well-Being	6	Social Services, Human and Community Development
4	Quality Education	6	Social Services, Human and Community Development
5	Gender Equality	6	Social Services, Human and Community Development
6	Water and Sanitation For All	1	Infrastructure and Basic Service Delivery
7	Affordable and sustainable Energy	1	Infrastructure and Basic Service Delivery
8	Decent work for all	5	Radical Local Economic Development and Rural Development & Food Security
9	Technology to benefit all	1	Infrastructure and Basic Service Delivery
10	Reduce Inequality	5	Radical Local Economic Development and Rural Development & Food Security
		6	Social Services, Human and Community Development
11	Safe cities and communities	6	Social Services, Human and Community Development
12	Responsible consumption for all	5	Radical Local Economic Development and Rural Development & Food Security
		4	Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management
13	Stop climate change	4	Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management
14	Protect the ocean	4	Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management
15	Take care of the earth	4	Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management
16	Live in Peace	6	Social Services, Human and Community Development
17	Mechanisms and partnership to reach the goals	7	Good Governance and Public participation

- GOAL 1: NO POVERTY**  
**GOAL 2: END HUNGER**  
**GOAL 3: WELL-BEING**  
**GOAL 4: QUALITY EDUCATION**  
**GOAL 5: GENDER EQUALITY**  
**GOAL 6: WATER AND SANITATION FOR ALL**  
**GOAL 7: AFFORDABLE AND SUSTAINABLE ENERGY**  
**GOAL 8: DECENT WORK FOR ALL**  
**GOAL 9: TECHNOLOGY TO BENEFIT ALL**  
**GOAL 10: REDUCE INEQUALITY**  
**GOAL 11: SAFE CITIES AND COMMUNITIES**  
**GOAL 12: RESPONSIBLE CONSUMPTION BY ALL**  
**GOAL 13: STOP CLIMATE CHANGE**  
**GOAL 14: PROTECT THE OCEAN**  
**GOAL 15: TAKE CARE OF THE EARTH**  
**GOAL 16: LIVE IN PEACE**  
**GOAL 17: MECHANISMS AND PARTNERSHIPS TO REACH THE GOALS**



### B1.3 NATIONAL DEVELOPMENT PLAN (NDP)

The National Planning Commission adopted the National Development Plan where priorities are summarised in the table below:

**Table 9: National Plan Priorities**

NP GOAL NO	NATIONAL PRIORITY	KCDM GOAL NO	KING CETSHWAYO GOALS
1	Create jobs	5	Radical Local Economic and Rural Development and Food Security
2	Expand infrastructure	1	Infrastructure Development and Service Basic Services Delivery
3	Use resources properly	1	Municipal Transformation ,Organisational and Human Resource Development
4	Inclusive planning	7	Good Governance and Public Participation
5	Quality education	6	Social Services, Human and Community Development
6	Quality healthcare	6	Social Services, Human and Community Development
7	Build a capable state	1	Municipal Transformation, Organisational and Human Resource Development
8	Fight corruption	7	Good Governance and Public Participation
9	Unite the nation	7	Good Governance and Public Participation

### B1.4 14 NATIONAL NDP OUTCOMES

The 14 National Outcomes that all provincial governments must align to are:

**Table 10: 14 NDP Outcomes**

NO GOAL NO	NATIONAL OUTCOME	KCDM GOAL NO	KING CETSHWAYO GOAL
1	Quality basic education	1	Municipal Transformation, Organisational and Human Resource Development
2	A long and healthy life for all South Africans	6	Social Services, Human and Community Development - Dept. of Health
3	Safety, and sense of safety, for all people in South Africa	6	Social Services, Human and Community Development - Liaison with the SAPS
4	Decent employment through inclusive economic growth	5	Radical Local Economic and Rural Development and Food Security
5	A skilled and capable workforce to support an inclusive growth path.	2	Municipal Transformation ,Organisational and Human Resource Development
6	An efficient, competitive and responsive infrastructure	1	Infrastructure Development and Basic Service Delivery

NO GOAL NO	NATIONAL OUTCOME	KCDM GOAL NO	KING CETSHWAYO GOAL
	network		
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	5	Radical Local Economic Development, Rural Development & Food Security
8	A comprehensive, responsive and sustainable social protection system	6	Social Services, Human and Community Development
9	Sustainable human settlements and improved quality of household life	4	Coordinated Planning, Spatial Equity, Coastal and Environmental Management
10	Responsive, accountable, effective and efficient local government system	7	Good Governance and Public Participation
11	Protect and enhance our environmental assets and natural resources	4	Coordinated Planning, Spatial Equity, Coastal and Environmental Management
12	An efficient, effective and development-oriented public service	7	Good Governance and Public Participation
13	A diverse, socially cohesive society with a common national identity	7	Good Governance and Public Participation
14	Create a better South Africa, a better Africa, and a better world	6	Social Services, Human and Community Development



## B1.5 NATIONAL PRIORITIES

The Five National and Six Provincial Priorities include the following:

**Table 11: National and Provincial Priorities**

NATIONAL AND PROVINCIAL PRIORITIES		KCDM GOAL NO	KING CETSHWAYO GOAL
1	Job creation (Decent work and Economic growth)	5	Radical Local Economic and Rural Development and Food Security
2	Education	6	Social Services, Human & Community Development Liaison with the Dept of Education
3	Health	6	Social Services, Human and community Development Liaison with the Dept. of Health
4	Rural development, food security and land reform	5	Radical Local Economic and Rural Development & Food Security
5	Fighting crime and corruption	7	Good Governance and Public Participation
6	Nation-building and good governance (State of KZN Province Address	7	Good Governance and Public Participation

## B1.6 DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

South Africa's National Development Plan aims to eliminate poverty and reduce inequality by 2030 which the target has been reviewed to 2035, to create a country where every citizen can embrace their full potential. In response our province developed a Provincial Growth and Development Plan that is deliberately aligned with the NDP and is aimed at uniting the people of KwaZulu-Natal behind a common goal of creating a prosperous province for future generations. It was subsequently agreed that for the province to realise these goals each District Municipality need to develop a District Growth and Development Plan (DGDP). King Cetshwayo District with the assistance from the Department of Cooperative Governance and Traditional Affairs took up this challenge and developed a DGDP to integrate and align the intentions of the NDP and PGDP on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other. The aim of our DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities. As the PGDS has been reviewed, King Cetshwayo District will also review its DGDP to align with it.

The DGDP was adopted by KCDM Council on 24 June 2015 for implementation from 2015/16 onwards. It was acknowledged that there are still some gaps due to information not being forth coming and this will be updated on a continuous basis as information becomes available. Alignment between the IDP, Budget and DGDP is shown though the Budget Implementation plans.

The key elements of the King Cetshwayo District Growth and Development Plan include:

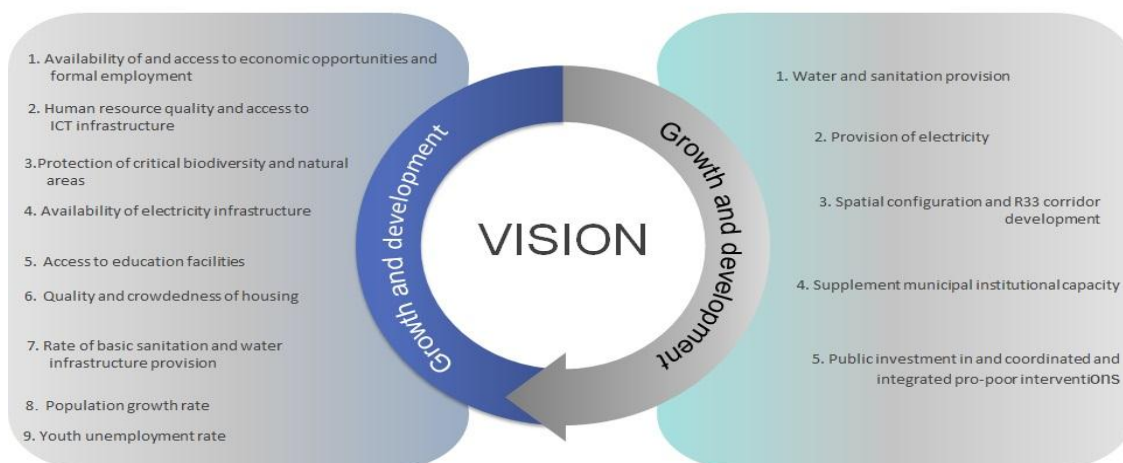
- A synthesis of the priority development issues and challenges in the district based on extensive consultation with stakeholders and a comprehensive technical analysis.
- A long term development vision and clearly defined strategic goals and objectives to pursue this vision.
- Monitoring indicators and quantified targets to measure progress and outcomes.
- An institutional framework for the on-going management and implementation of the DGDP.

The DGDP is in place; however the institutional framework to monitor DGDP implementation is not yet established due to capacity constraints within the family. As such there is currently no family representation at the 18 Provincial Action Working Groups. A further challenge experienced is lack of finances for the implementation of identified project.

## B1.7 VISION NARRATIVE 2030 KING CETSHWAYO DGDP

Priorities from statistical analysis

Priorities from Growth and Development summit



By 2030 King Cetshwayo district is renowned for the vastly improved socio-economic status of its residents resulting from 15 years of sustained economic growth. The district is internationally recognized as a world leader in innovative and sustainable manufacturing based on the successful implementation of the RBIDZ initiative. This economic growth, together with the district rural development programme resulted in the creation of decent

employment opportunities leading to the fastest growing household and individual income levels in the province, and reducing the unemployment rate of the youth in the district by more than 50%. It also resulted in a significant decrease in the economic dependency ratio and improving the overall quality of life in the district. The economic growth is underpinned by a vastly improved information and telecommunication infrastructure network with the entire district having access to a wireless broadband service and all businesses and more than 50% of households with access to a computer and internet service. By 2030 the district is characterised by a high quality infrastructure network supporting both household needs and economic growth. All households are provided with access to appropriate water infrastructure, adequate sanitation, and sustainable energy sources.

Improved access to health facilities and quality of health services provided resulted in continually improving health indicators in the district. The quality of the output from the primary and secondary education system has improved dramatically and all learners have access to fully equipped primary and secondary education facilities. Sustainable and coherent spatial development patterns have been successfully implemented through innovative spatial planning frameworks and effective land use management systems implemented by highly skilled officials. Improved public sector management and skills levels resulted in sound local governance and financial management.

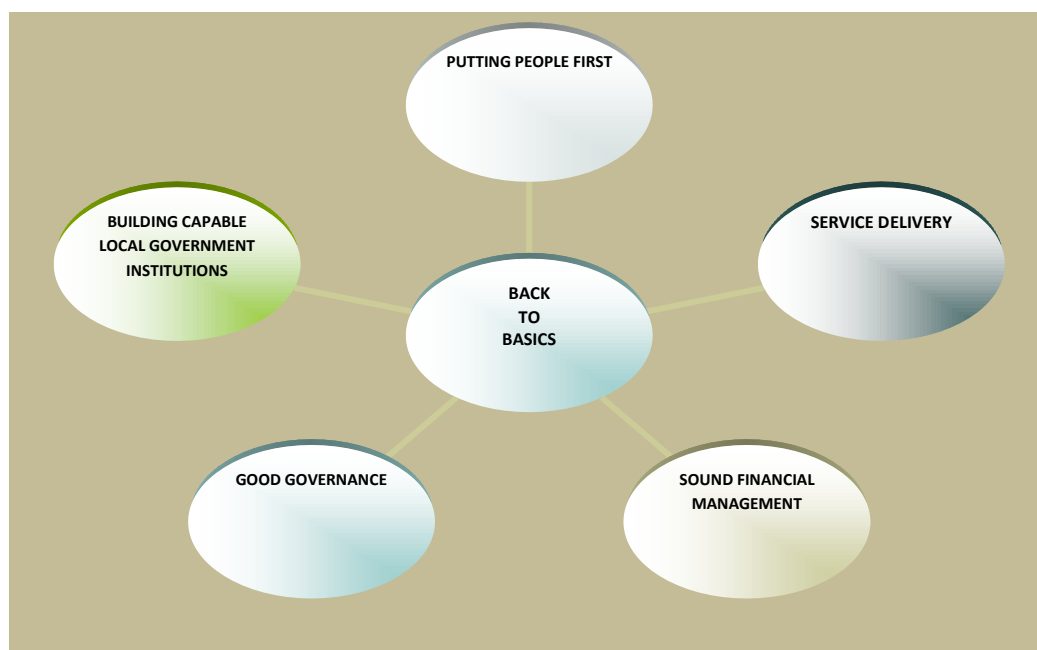
## **B1.8 BACK TO BASICS**

This wide-ranging programme is aimed at rekindling the spirit of effective service delivery, efficient administration and clean governance. It means that we must provide basic services like water, sanitation, electricity, refuse removal and fixing of potholes on time and on a regular basis. The programme will ensure that we continue to improve the lives of our people through service delivery while at the same time ensuring good governance.

The Back to Basics approach supports a transformation agenda which is premised on the need to ensure functional municipalities. It is informed by the constitution, legislation and programmes, intended at unleashing a new agenda aimed at changing government's approach and strategic orientation especially at local level towards serving the people whilst ensuring service delivery.

The Ministry of Co-Operative Governance and Traditional Affairs has pursued the Back to Basic approach to strengthen municipalities, installing a sense of urgency towards improving the lives of citizens. Projects are run through Operation Sukuma Sakhe.

**Table 12: Back to Basic Indicators**



## **B1.9 STATE OF THE NATION ADDRESS HIGHLIGHTS**

The State of the Nation address for this year 2017 highlighted on the following aspects which all sectors of government should align its plans to and as KCDM we noted and considered it on the development of our 5 year plan. During his speech, the President talked about government's achievements of the past year, and highlighted a few areas government needed to work on in 2017:

In this 23rd year of our freedom, our mission remains the quest for a united, democratic, non-sexist, non-racial and prosperous South Africa. Guided by the National Development Plan, we are building a South Africa that must be free from poverty, inequality and unemployment. While the global economic environment remains uncertain, indications are that we have entered a period of recovery. We anticipate an economic growth rate of 1.3 per cent in 2017 following an estimated 0.5 per cent in 2016. However, the economy is still not growing fast enough to create the jobs we need. There are some of our people, including youth, who have not worked for years. It is for this reason that we decided to focus on a few key areas packaged as the Nine Point Plan to reignite growth so that the economy can create much-needed jobs.

The focus areas include industrialisation, mining and beneficiation, Agriculture and agro Processing, energy, SMMEs, managing work place conflict, attracting investments, growing the oceans economy and tourism. We also added cross-cutting areas such as science and technology; Water and sanitation Infrastructure; Transport Infrastructure; and Broadband Rollout. I would like to provide a report back on the work done in some of these areas in the past year. The interaction that we started last year between government, business and labour, known as the CEO Initiative, has been most helpful. We were able to address some domestic challenges together. We successfully avoided credit ratings downgrades which would have had significant impact on our economy.

Our labour market environment is also showing signs of stability, due to cooperation by social partners. The manner in which parties conducted and carried themselves during the wage negotiations in the platinum sector in particular, must be applauded. Unity in action was also demonstrated again this week with the conclusion of the agreement on the National Minimum Wage and on measures to stabilise labour relations. This follows a call I had made in the State of the Nation Address on 14 June 2014.

The President confirmed the commitment to the Nine Point plan to ignite growth and create jobs, these plans are as follows:

1. Resolving the energy challenge
2. Revitalizing agriculture and the agro-processing value chain
3. Advancing beneficiation or adding value to our mineral wealth
4. More effective implementation of a higher impact Industrial Policy Action Plan
5. Encouraging private sector investment
6. Moderating workplace conflict
7. Unlocking the potential of SMMEs, co-operatives, township and rural enterprises
8. State reform and boosting the role of state owned companies, ICT infrastructure or broadband roll out, water, sanitation and transport infrastructure as well as
9. Operation Phakisa aimed growing the ocean economy and other sectors.

The extension of basic services to the people continued in the past year as we pursued a better life for all. To date nearly 7 million households have been connected to the grid and now have electricity. The successful execution of the Eskom's build and maintenance programmes helped ensure stability and an end to load-shedding. Work is continuing to ensure energy security. Renewable energy forms an important part of our energy mix, which also includes electricity generation from gas, nuclear, solar, wind, hydro and coal. Government is committed to the overall Independent Power Producers Programme and we are expanding the programme to other sources of energy including coal and gas, in addition to renewable energy. Eskom will sign the outstanding power purchase agreements for renewable energy in line with the procured rounds. Government is working hard to ensure reliable bulk water supply in the various areas of the country to support economic growth whilst increasing access to vulnerable and rural municipalities. In an effort to curb the high water losses which in some municipalities far exceeds the national average which is currently at 37%; about ten thousand unemployed youth are being trained as plumbers, artisans and water agents. More will be recruited this year to reach the total of fifteen thousand. **We call upon municipalities to support the War on Leaks programme.**

We continue to build modern schools replacing mud structures and other inappropriate buildings through the Accelerated Schools Infrastructure delivery Initiative, (ASIDI). This gives our children dignity. A total of one hundred and seventy three inappropriate structures have been eradicated since 2011. In total, 895 new schools now provide a conducive learning environment.

## **B1.10 STATE OF THE PROVINCE (KZN) ADDRESS**

**"THROUGH UNITY IN ACTION, WE CAN MOVE KZN TO A PROSPEROUS FUTURE."**

State of the province address was delivered by Mr T W Mchunu, MPL, Honourable Premier of the province of KwaZulu-Natal on 01 March 2017.

The Premier re-iterated the challenges facing the province of Kwa-Zulu Natal as outlined by the president during his state of the nation addressed how they intend dealing with them. Challenges which are:

- International geopolitical uncertainties
- Persistence low levels of economic growth
- Continued drought

We must stress that these concerns are already attended to, through the provincial growth and development strategy, and we are therefore not deviating from the agreed programme of action of the province as expressed in the PGDP, but we are pleading for the prioritization of the following matters:

- Mobilization with motive to destabilize
- Social cohesion and moral regeneration as imperatives for nation building
- Crime and corruption
- Land issues
- Capacity and ability of the state
- Radical Economic transformation
- Radical Agrarian Socio-Economic Transformation (RASET)
- The importance of partnership in growing a shared economy
- Participation and advocacy of vulnerable groups is advanced by promoting youth, gender and disability advocacy and the advancement of women.
- Commitment to accountability
- Commitment to partnership

#### **Highlights of the progress made:**

- Adoption of the 2016 PGDS and 2016/17 PGDP
- August 2016 Local Government elections

- Management of the education challenges
- Hosting of International Conferences
- The health of KZN population is improved

### **B1.11 STATE OF THE DISTRICT (KCDM) ADDRESS**

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#### **STATE OF THE DISTRICT ADDRESS 2017 BY KING CETSHWAYO DISTRICT MAYOR CLLR NNP MKHULISI**

King Cetshwayo District Municipality is a high-performing municipality, with a sterling record of good governance, a stable leadership structure and a well-functioning Council and administration.

King Cetshwayo is now home to 917 135 citizens, according to the 2016 Stats SA Community Survey, with uMhlathuze having the highest population in the district.

We have five local municipalities, following the local government elections of August 2016. They are:

- uMfolozi Municipality
- City of uMhlathuze



- uMlalazi Municipality
- Mthonjaneni Municipality
- Nkandla Municipality

I will start my address by reflecting on the achievements of the year that has passed, before sharing with you the vision and plans for the next financial year, 2017/2018.

Amongst the achievements I am most proud of is our **fourth consecutive clean audit** outcome from the Auditor-General of South Africa. The King Cetshwayo District Municipality and its two entities have received clean audits for four consecutive years, 2012/2013; 2013/2014; 2014/2015 and 2015/2016.

The term started with the de-establishment of one of the previous six local municipalities in the district, Ntambanana Municipality. The smooth transition to incorporate Ntambanana into the municipalities of uMhlathuze, Mthonjaneni and uMfolozi was closely managed by the district-run Change Management Committee and it is another milestone achievement which I am proud of.

**KING CETSHWAYO'S MANDATE IS GOVERNED BY ITS INTEGRATED DEVELOPMENT PLAN, WHICH HAS THE FOLLOWING STRATEGIC THRUSTS:**

**Strategy 1: Municipal Transformation and Organizational Development** – here we have worked hard to transform the workforce, through appointment of capable, skilled employees and a strong management team.

**Strategy 2: Municipal Financial Viability and Management** – The clean audit record and our healthy financial status speaks volumes in this regard.

**Strategy 3: Good Governance and Public Participation** – the district has a robust public participation programme to engage the community on all issues that require public comment. These include our engagement with Amakhosi, roadshows to review the IDP and budget and stakeholder engagement sessions.

**Strategy 4: Infrastructure Development and Service Delivery** – The lion's share of our capital budget is allocated to service delivery and we are implementing the regional bulk scheme programme to link all areas to our water supply. I have also earlier highlighted our partnership with DWS on inter-municipal water supply projects.

**Strategy 5: Basic Services Provision** – The projects for this financial year will be discussed in detail shortly.

**Strategy 6: Local Economic Development** – The district has a comprehensive programme for SMME, Agriculture and Cooperative development. This will form part of the Economic Development Symposium which we are hosting on 7<sup>th</sup> June 2017 in Richards Bay.

**Strategy 7: Sustainable Human Settlement & Land Management** - The SPLUMA Act regulates our land use management programme and we are extremely progressive in its implementation.

**Strategy 8: Human Resource Development** – The development of our staff is one of our greatest priorities and our staff undergo intensive training programmes to empower and enhance their capacity to serve the people.

**Strategy 9: Rural Development & Food Security** - I have highlighted some of the food security programmes we have undertaken and I will later on also present some projects under the Department of Rural Development that are planned for the district.

**Strategy 10: Community Development & Social Services** – the district has a range of marginalised and sector groups that we have helped form to enable the development of our various communities. These include the District AIDS Council, Senior Citizens' Forum, Men's Forum, Disability Forum and Youth Council, to mention a few. We also have an Arts & Culture wing that promotes heritage and culture issues.

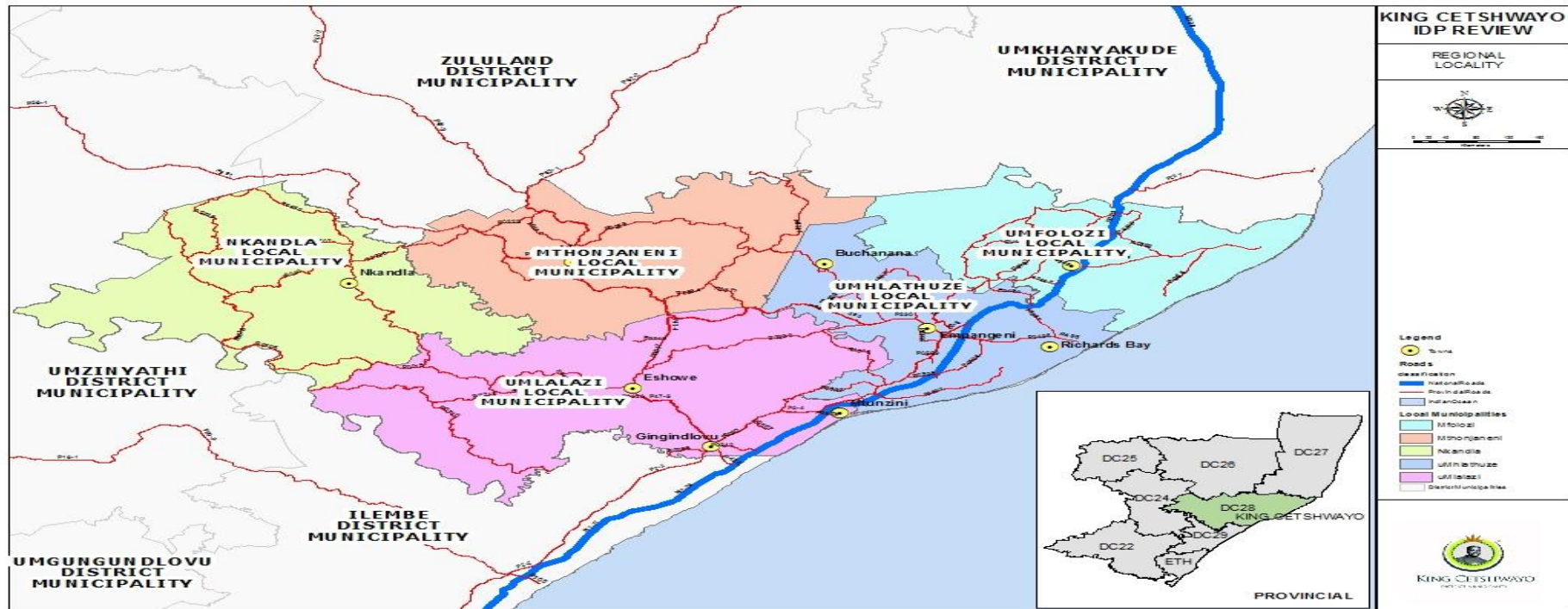
**Strategy 11: Environmental & Resource Management** – We have an established Air Quality unit and environmental health division that assist businesses and the community to manage these matters.

## SECTION C: SITUATIONAL ANALYSIS

The first phase of preparing the IDP is the Situational Analysis. In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues have to be the focus areas for municipal, public (and private) investment for the next 5-year IDP cycle.

The District Council needs establish development strategies for this IDP cycle of five years given that their organizational functioning is well aligned to these strategies. As such, this section of the IDP will provide some contextual information pertaining to the district, consider the demographic situation in the district and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole.

Map 4: King Cetshwayo Locality



## C1.0 SPATIAL ANALYSIS

King Cetshwayo District Municipality adopted its Spatial Development Framework (SDF) on 18 February 2016 (Resolution Number KCDME: 2837/2016).

During the process, the principles that direct the preparation of King Cetshwayo SDF and its implementation were shaped and agreed upon as summarized hereunder:

- Spatial development principles as founded in the Sustainable Development Goals, National Spatial Development Perspective (NSDP), National Development Plan (NDP), Provincial Growth and Development Strategy (PGDS), District Growth and Development Plan (DGDP) Spatial Land Use Management Act (SPLUMA) and Provincial Spatial Economic Development Strategy (PSEDS).

In order to give effect to the identification of areas of high need and potential, a needs analysis model will be devised. The model will among others, consists of the following components:

- Population density
- Availability of bulk services
- Agricultural potential
- King Cetshwayo coastal belt
- Major infrastructure investment such as the P700 and the P701
- Centres of economic opportunity reflected as primary and secondary nodes in the respective Local Municipality SDFs

**Table 13: Status of Critical Sector Plans**

MUNICIPALITY	HSS		SEA		SDF		EMF		DITP	
	YEAR	STATUS	YEAR	STATUS	YEAR	STATUS	YEAR	STATUS	YEAR	STATUS
King Cetshwayo	2016	Adopted	2016	Adopted	2016	Adopted	17/18-18/19	In progress	17/18-18/19	In progress

### C1.1 SPLUMA

In this regard, King Cetshwayo District Municipality resolved to adopt the Joint Municipal Tribunal Planning (JMPT) Model and opted for two JMPTs as follows:

- North: Incorporating uMhlathuze and uMfolozi to be established at uMhlathuze
- South: Incorporating Nkandla, uMlalazi and Mthonjaneni to be established at uMlalazi.

A number of factors were considered in opting for this arrangement:

- 1) The centrality and existing capacity of the two municipalities (uMhlathuze and uMlalazi) with regards to personnel and facilities including records etc based on the number of applications processed per year.
- 2) The sharing of costs with regards to the establishment and running of the JMPT's as well as sharing of the registered planning personnel amongst the municipalities.
- 3) The registered Planning personnel at the District level serve in both JMPTs as Deputy Chairpersons with other professionals at district levels serving as members in line with the signed MOAs.
- 4) The functional interactions between the respective municipalities for example, uMhlathuze and uMfolozi particularly with the RBIDZ proposals that will impact jointly on the two municipalities including the activities of big corporations like RBM that jointly affect both municipalities were among the considerations that were considered in the forming of the JMPT.
- 5) Further the interactions between Mthonjaneni, uMlalazi and Nkandla are also a factor to be considered for example the current proposed Nkandla-Mlalazi Smart Growth centre initiative.

The Agreement reached in line with the Memoranda of Agreement between all participating municipalities is working very well for the benefit of all municipalities involved.

## **C1.2 REGIONAL CONTEXT**

King Cetshwayo District is located in the north eastern region of the KwaZulu-Natal Province. The district comprises of five local municipalities, namely:

- uMfolozi (KZ 281)
- uMhlathuze (KZ 282)
- uMlalazi (KZ 284)
- Mthonjaneni (KZ 285)
- Nkandla (KZ 286)

Significant economic centres at the district and provincial levels are Richards Bay and Empangeni. Richards Bay, as a harbour and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district. Empangeni's role as an industrial, commercial and service centre to the settlements of Esikhaleni, Eshowe, Nkandla, and other rural settlements attracts many people to the range of higher order services available in the town.

According to statistics, it is noted that the vast majority of economic performance (41.8%) in the district is vested in uMhlathuze Local Municipality with its primary urban centres being Richards Bay and Empangeni. This area is the third most important in the province of KwaZulu-Natal in terms of economic production and contributes 9.1% of the total GGP and 8.5% of the total employment (formal and informal) in 2010. Between 1996 and 2009 the GDP average annual growth rate for King Cetshwayo region was 2.8% - lower than the

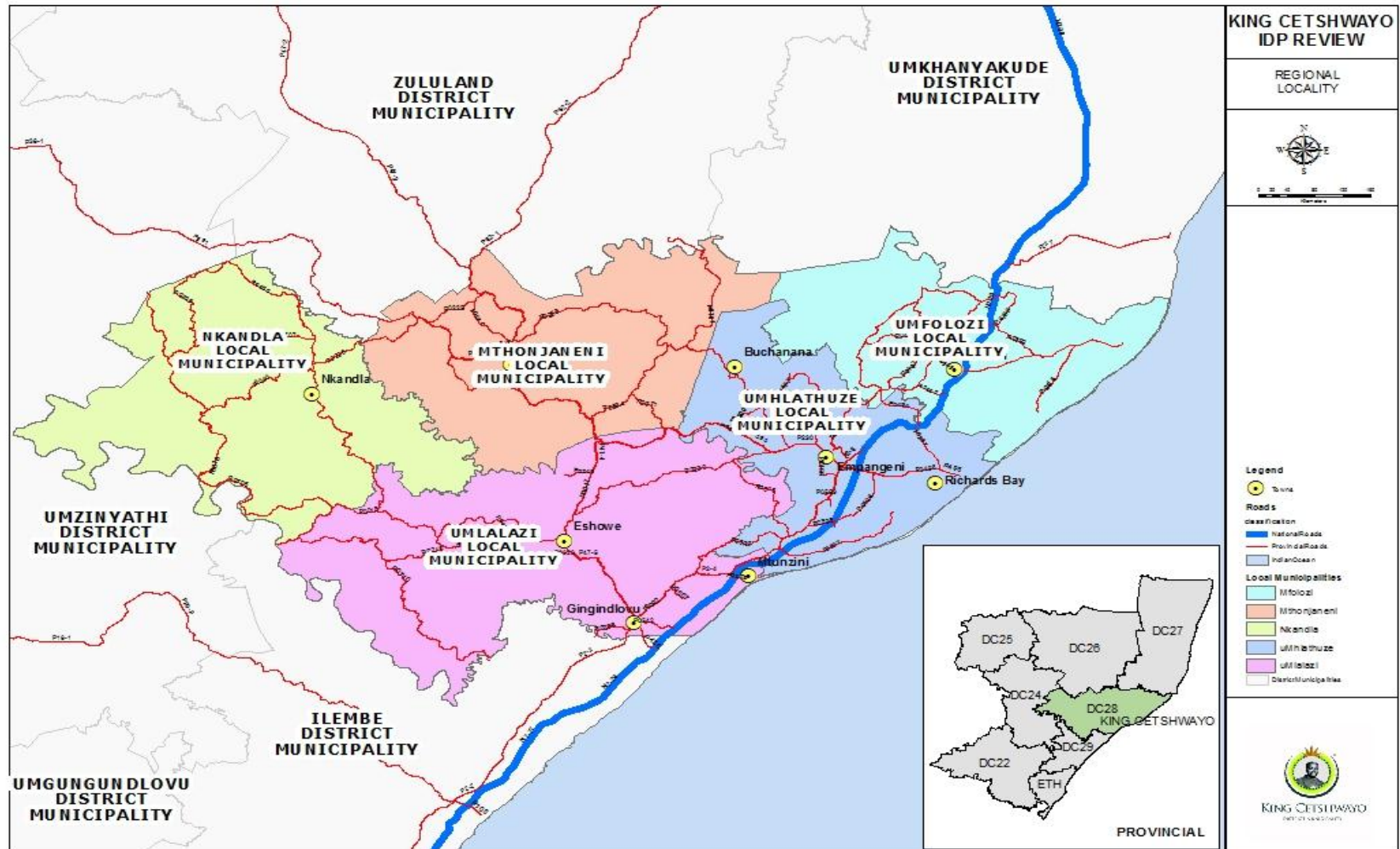
province at 3.2% and the national rate of 3.2% per annum. In 1997, the GDP average annual growth rate was approximately 7, 0%.

The district is further characterized by low levels of urbanization; approximately 80% of the people live in the rural areas. Also, more than 50% of the population is younger than 19 years. The female population is significantly higher than the male population – a phenomenon that can be attributed to migration patterns associated with the province in general.

The district is further characterized by large infrastructure backlogs, particularly in respect of water and sanitation mainly in the rural areas. The implementation of the 2009 King Cetshwayo WSDP (Water Services Development Plan) has reduced the rural backlogs for water supply to RDP standard from 81% in 2001/02 to 29.4% in 2015/16. The backlogs in rural sanitation to RDP standards have been reduced from 80% to 12% over the same period.

King Cetshwayo District's transportation infrastructure is under pressure. The road network connects the major nodes, like Richards Bay and Empangeni to the national network, however the heavy vehicles servicing the Port of Richards Bay and the adjoining industrial areas are placing considerable strain on the infrastructure. Rail is a declining transport sector, with no major commuter networks in place and limited industrial linkages (with the exception of the coal link from Mpumalanga to the Richards Bay Coal Terminal at the Port of Richards Bay).

Map 5: King Cetshwayo Regional Context





From a spatial and a demographic point of view King Cetshwayo Family of Municipalities have the following population sizes.

#### **King Cetshwayo District Municipalities**

<b>GEOGRAPHY</b>	<b>POPULATION 2011</b>	<b>POPULATION 2016</b>
KZN282: uMhlathuze	334 459	410 465
KZN286: Nkandla	114 416	114 284
KZN281: uMfolozi	122 889	144 363
KZN284: uMlalazi	213 601	223 140
KZN285: Mthonjaneni	47 818	49 778
<b>Total King Cetshwayo</b>	<b>907 519</b>	<b>971 135</b>

*Source: Census 2011 & Community Survey 2016*

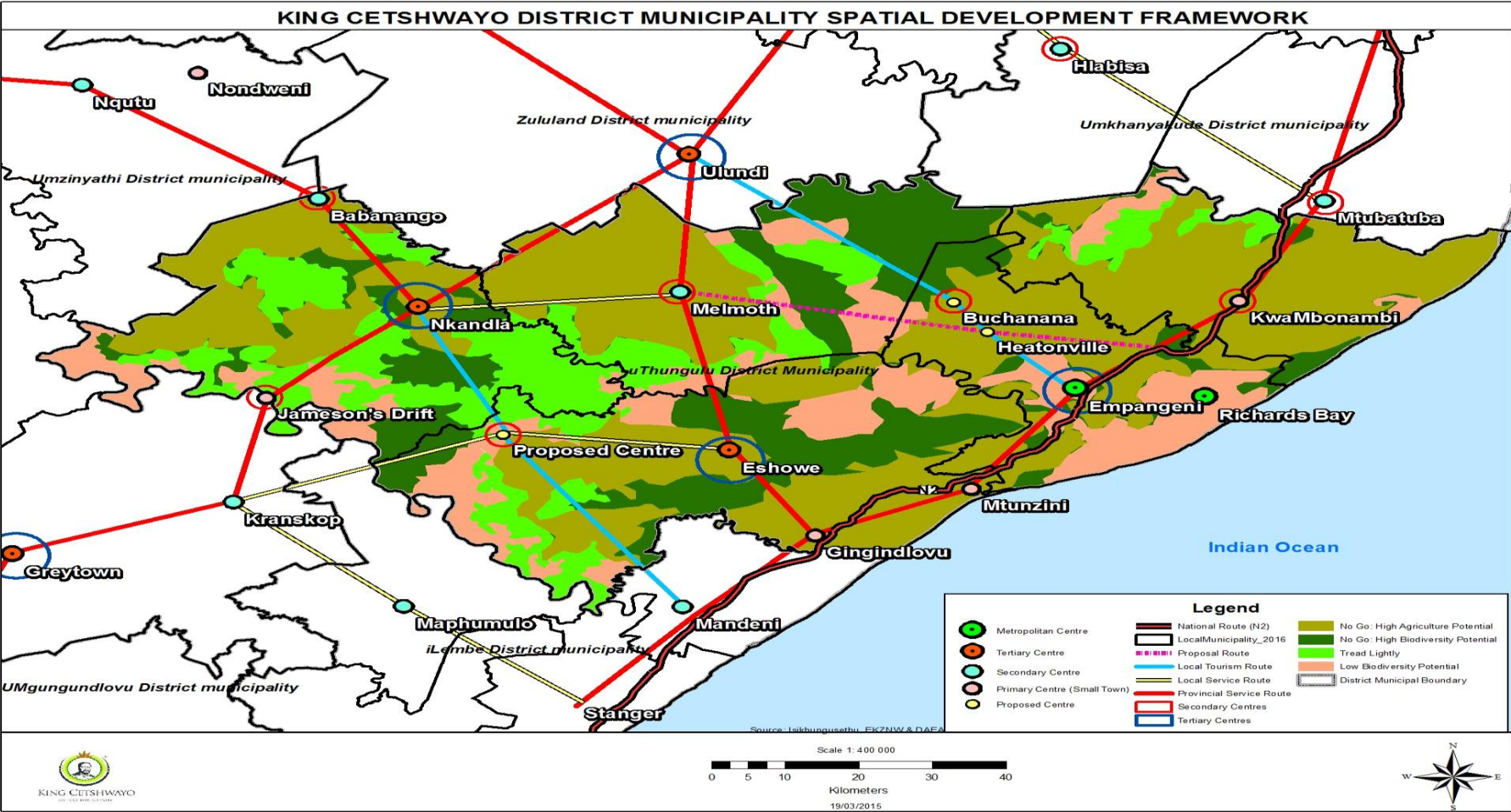
King Cetshwayo District has a good climate and an abundance of natural resources. The available arable land is suitable for large-scale agricultural initiatives, like the present sugar and forestry as well as specialised and intensive agricultural opportunities like natural oils and fruits cultivation. The intrinsic beauty and cultural heritage of the area enhances the opportunities for tourism in the district. The terrain of King Cetshwayo varies from the flat coastal belt, to the escarpment 900m above sea level.

The broad spatial structure of the district consists of a coastal plain or corridor that is rich in natural and built resources. A 'shadow corridor' comprising of commercial agriculture forms a rim of higher lying land around the coastal plain. The land is characterised by undulating topography containing commercial agriculture, which is dominated by forestry, rural settlement and small towns. The rest of the district is characterised by high lying dramatic landscape with rural settlement and forestry. The general spatial trend is that access to services and economic opportunities appears to lessen as one move inland. Also found in the area are a variety of river valleys, the best known the Tugela River on the western boundary of the district. The variety of soils, temperate climate and good annual average rainfall as well as the large water catchments area of the Thukela catchments area all combine for added attractiveness.

### **C1.3 ADMINISTRATIVE ENTITIES**

The district is host to a wide variety of infrastructure and services. Richards Bay, Empangeni, Gingindlovu, Mtunzini and Eshowe all have reasonably good levels of infrastructure and services. Formal, urban infrastructure is focussed on these centres and in some of the secondary nodes in the district like Melmoth and Heatonville. Nkandla, Melmoth, Buchanana, Kwambonambi and Eshowe are administrative centres of economic significance in the district. Even though Mtubatuba, Ulundi and Mandeni are centres that fall outside the district they are considered as important as they service portions of King Cetshwayo district.

Map 6: King Cetshwayo SDF



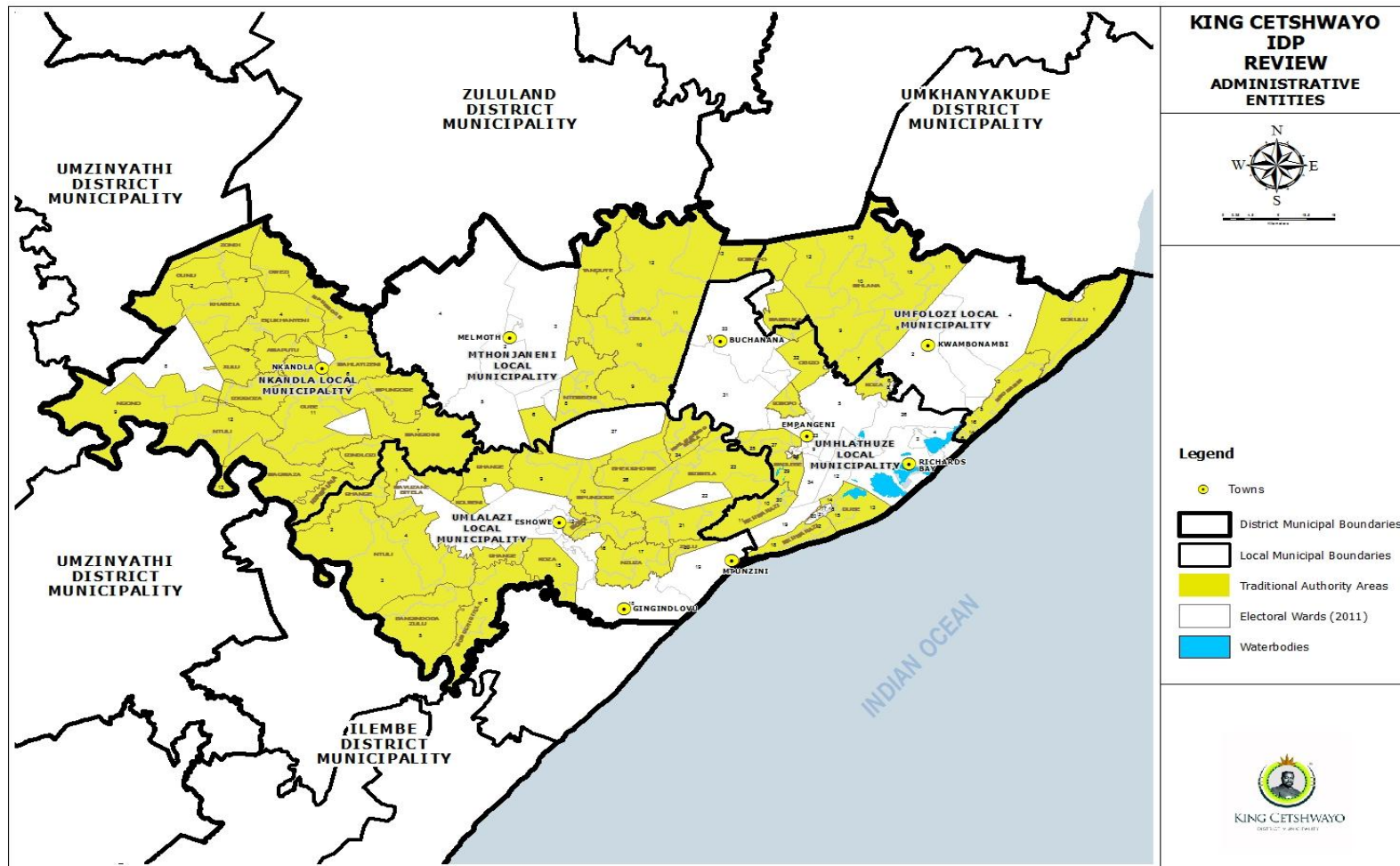
Given the urbanisation trends as well as the already significant contribution which major urban centres such as eThekweni, Msunduzi and Richards Bay make to the regional economy of the province, as well as the fact that these areas also accommodate concentrations of poverty stricken areas, these centres should not be neglected. The Provincial Spatial Economic Development Strategy (PSEDS) has identified a hierarchy of provincial nodes which contribute strategically to the provincial, regional and local economies as well as service as vital service centres to communities. These nodes, in relation to the Level 1 and 2 Priority Interventions areas are illustrated on Map 6.

## C1.4 TRIBAL AUTHORITIES

**Table 14: Tribal Authorities**

MUNICIPALITY	NUMBER OF WARDS	NUMBER OF TA	NAMES OF TRIBAL AUTHORITIES	
uMfolozi (KZ 281)	17	5	<ul style="list-style-type: none"> <li>• Mhlana</li> <li>• Mbonambi</li> </ul>	<ul style="list-style-type: none"> <li>• Sokhulu</li> <li>• Somopho</li> <li>• Mambuka</li> </ul>
uMhlathuze (KZ 282)	34	6	<ul style="list-style-type: none"> <li>• Dube</li> <li>• Mbuyazi</li> <li>• Madlabe</li> </ul>	<ul style="list-style-type: none"> <li>• Mkwanzazi</li> <li>• Bhejane</li> <li>• Somopho</li> </ul>
uMlalazi (KZ 284)	26	14	<ul style="list-style-type: none"> <li>• Ndlangubo</li> <li>• Mombeni</li> <li>• Khoza</li> <li>• Zulu</li> <li>• Mvuzane</li> <li>• Kholweni</li> <li>• Ntuli</li> </ul>	<ul style="list-style-type: none"> <li>• Nzuzi</li> <li>• Mpungose</li> <li>• Mondli</li> <li>• Bhekeshowe</li> <li>• Shange</li> <li>• Mzimela</li> <li>• Bangindoda</li> </ul>
Mthonjaneni (KZ 285)	13	4	<ul style="list-style-type: none"> <li>• Ntembeni</li> <li>• Obuka</li> </ul>	<ul style="list-style-type: none"> <li>• Yanguye</li> <li>• Obizo</li> </ul>
Nkandla (KZ 286)	14	17	<ul style="list-style-type: none"> <li>• Mahlayizeni</li> <li>• Khabela</li> <li>• Xulu</li> <li>• Zondi</li> <li>• Magwaza</li> <li>• Chube</li> <li>• Izindlozi</li> <li>• Izigqoza-Sub Clan</li> <li>• Amaphuthu</li> </ul>	<ul style="list-style-type: none"> <li>• Chwezi</li> <li>• Nxamalala</li> <li>• Cunu</li> <li>• Godide</li> <li>• Mpungose</li> <li>• Mangidini</li> <li>• Ngono</li> <li>• Ekukhanyeni</li> </ul>
<b>King Cetshwayo (DC 28)</b>	<b>105</b>	<b>45</b>		

Map 7: Administrative Areas



### **C1.5 STRUCTURING ELEMENTS**

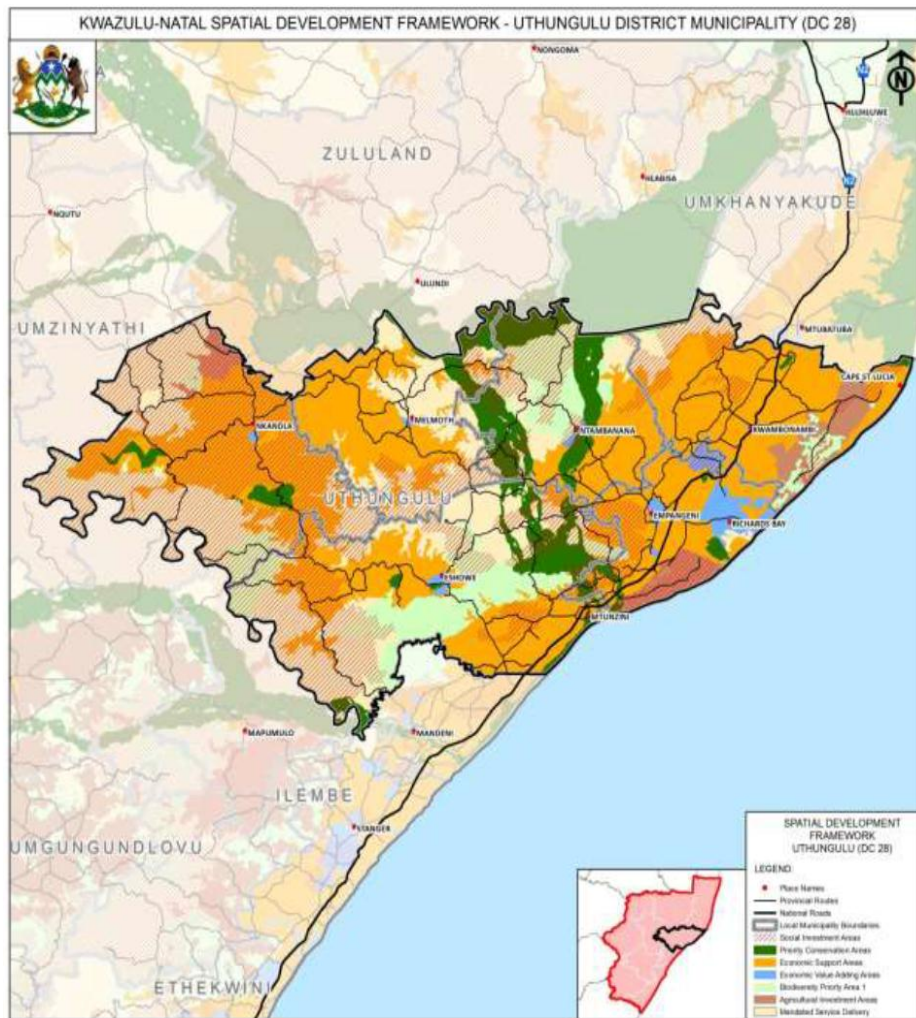
- The Municipality houses the Richards Bay Urban area with its international Port, dune mining operations and large industrial areas
- The western part of the municipality is deep rural with the concomitant high levels of poverty and unavailability of economic opportunities.
- The N2 from Durban to Mpumalanga and Gauteng passes through the area
- The country's main coal railway line passes through the area and ends at the terminal at the harbour from where the raw material is exported
- Richards Bay airport
- High potential agricultural land in the north-western part of the district
- The coastline and beaches in the east
- The nature reserves and protected areas through the area
- The towns have comparatively good levels of infrastructure and services

### **C1.6 EXISTING NODES AND CORRIDORS (ACCORDING TO KZN PGDS)**

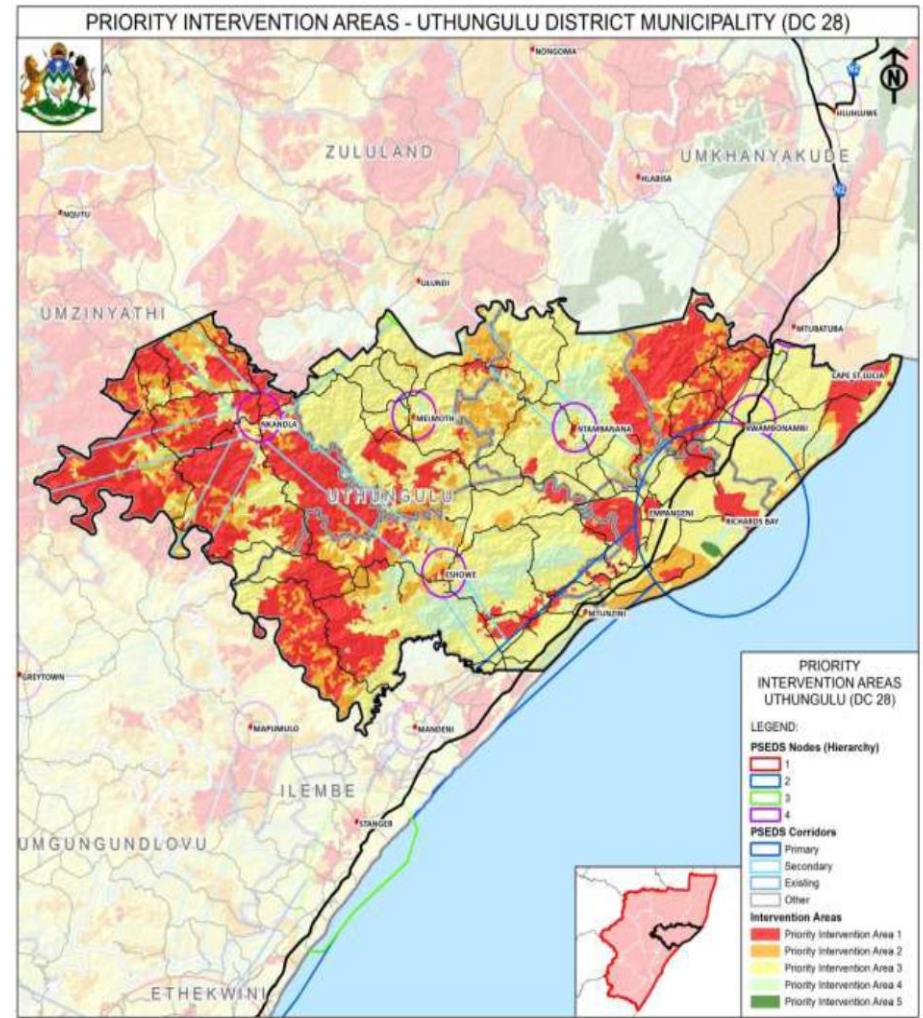
Given the urbanisation trends as well as the already significant contribution which major urban centres such as eThekweni, Msunduzi and Richards Bay make to the regional economy of the province, as well as the fact that these areas also accommodate concentrations of poverty stricken areas, these centres should not be neglected. The Provincial Spatial Economic Development Strategy (PSEDS) has identified a hierarchy of provincial nodes which contribute strategically to the provincial, regional and local economic service centres to communities. These nodes, in relation to the Level 1 and 2 Priority Interventions areas are illustrated on the map below.



**Map 8: KwaZulu Natal Spatial Development Framework**



**Map 9: Priority Intervention Areas**



Source: KZN PGDS

In promoting growth and development within King Cetshwayo District as well as supporting the proposed spatial structure and areas in need of intervention, the following provincial catalytic projects are envisaged within the district:

- Passenger Cruise Terminal
- Industrial Development Zone (IDZ)
- P700 Road Linkage
- Industrial Support Services (Empangeni)
- Eco, Battlefields & Cultural Heritage Tourism Routes
- Urban Regeneration
- Industrial Regeneration
- Small Town Regeneration
- Regional Airports
- Innovation Hub
- Rural Service Centres
- ECD Centre Development
- Centres for the Disabled & Senior Citizens
- Substance abuse Rehabilitation Centres
- Rural Arts Centres
- Cultural Villages
- School Greening
- Rural Waste Management Units

In the provincial (PGDS) context, the following nodal classifications are relevant to King Cetshwayo District:

Secondary Node: Richards Bay/Empangeni

Quaternary Node: Eshowe, Nkandla, Melmoth, Buchananana

The following table provides a summary of the broad intended function of the respective PGDS nodes:

**Table 15: Broad Intended Function of the Respective PGDS Nodes**

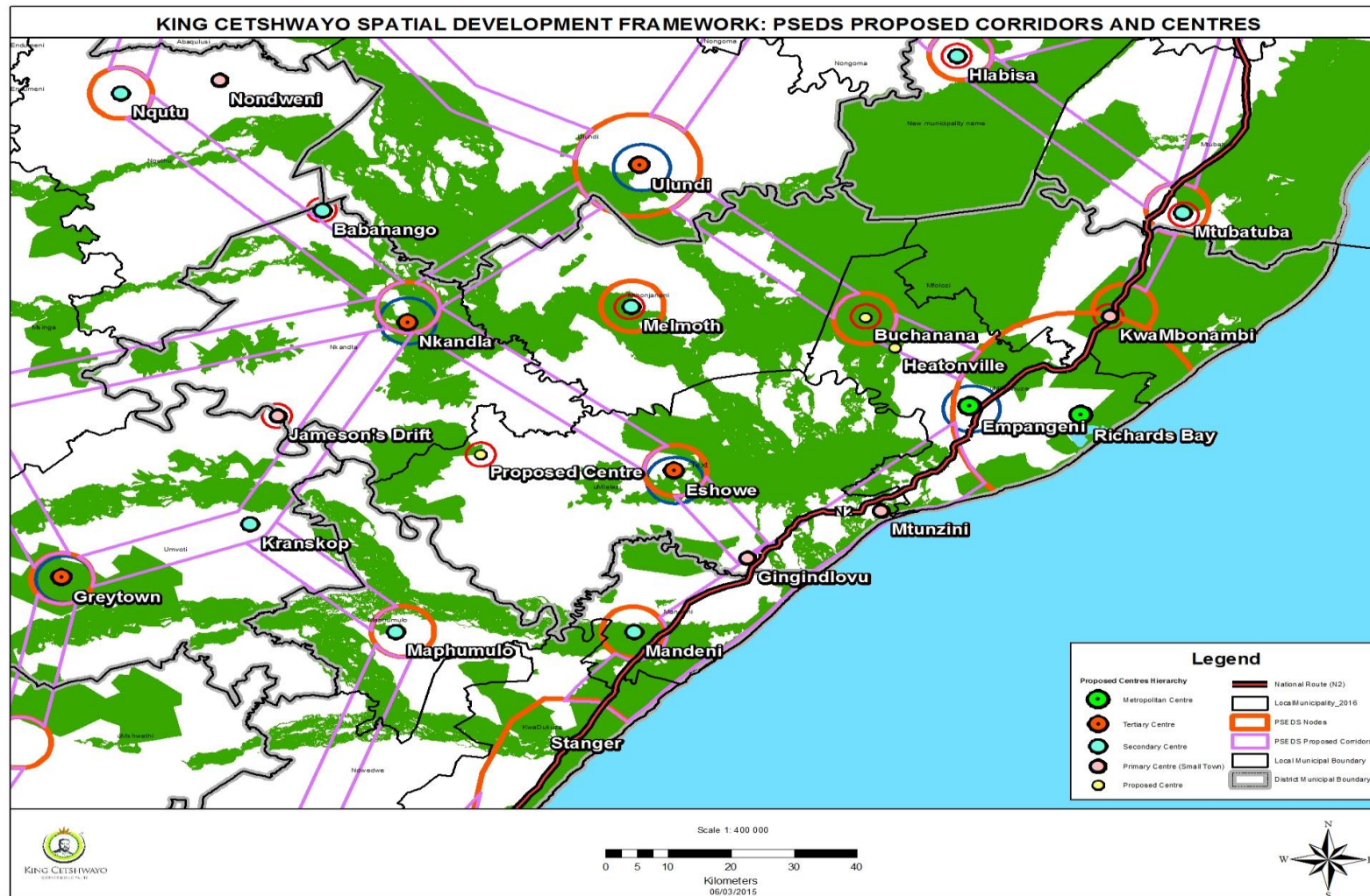
INTERVENTION NODE	BROAD INTENDED FUNCTION
Primary Node	<p>Only eThekweni is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy. The main categories of potential within this node includes:</p> <ul style="list-style-type: none"> <li>• Production of high value, differentiated goods,</li> <li>• Production of labour intensive, mass produced goods,</li> <li>• Innovation and experimentation,</li> <li>• Retail and private sector services,</li> <li>• Tourism,</li> <li>• Public service and administration</li> </ul>
Secondary Nodes	<p>Richards Bay, Msunduzi, Newcastle and Port Shepstone has been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy.</p> <p>Key strategic interventions specifically targeted at these nodes might include:</p>

INTERVENTION NODE	BROAD INTENDED FUNCTION
	<ul style="list-style-type: none"> <li>• Primary Economic Growth Area</li> <li>• Priority Socio-Economic Development Spending</li> <li>• Promote as Primary Node in support of Corridor Development</li> <li>• Promote Compact Urban Development &amp; Combat Urban Sprawl</li> <li>• Promote Focused Investment &amp; Managed Growth</li> <li>• Promote Densification (Brown Agenda) and Infill Development</li> <li>• Provide Economies of Scale for Effective &amp; Affordable Service Delivery</li> <li>• Infill where High Levels of Services are Available (Restructuring Nodes)</li> <li>• Increased Residential Density (number of dwellings)</li> <li>• Promote provision of sufficient Bulk Infrastructure Services (Demand &amp; Supply)</li> <li>• Priority spending on Infrastructural Upgrading Needs (New &amp; Maintain)</li> <li>• Promote Effective &amp; Efficient Public Transportation Systems linked to Multi Modal Facilities</li> <li>• Single Land Use Management System (Township Formalization)</li> </ul>
Tertiary Nodes	<p>These nodes are mainly centres which should provide service to the sub-regional economy and community needs and is represented by the following towns:</p> <ul style="list-style-type: none"> <li>• Pongola</li> <li>• Vryheid,</li> <li>• Ulundi,</li> <li>• Dundee,</li> <li>• Ladysmith,</li> <li>• Escort,</li> <li>• Howick,</li> <li>• Kwadukuza</li> <li>• Ixopo,</li> <li>• Scott burgh,</li> <li>• Hibberdene,</li> <li>• Kokstad,</li> </ul> <p>Margate.</p> <p>Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:</p> <ul style="list-style-type: none"> <li>• Secondary Economic Growth Areas</li> <li>• Promote as Secondary Node in support of Corridor Development</li> <li>• Promote Compact Urban Development &amp; Combat Urban Sprawl</li> <li>• Promote Focused Investment &amp; Managed Growth</li> <li>• Promote Densification (Brown Agenda) &amp; Infill Development</li> <li>• Provide Economies of Scale for Effective &amp; Affordable Service Delivery</li> <li>• Infill where High Levels of Services are Available (Restructuring Nodes)</li> <li>• Increased Residential Density (number of dwellings)</li> <li>• Promote Socio-Economic upliftment</li> <li>• Promote provision of sufficient Bulk Infrastructure Services (Demand &amp; Supply)</li> <li>• Priority spending on Infrastructural Upgrading Needs (New &amp; Maintain)</li> <li>• Promote Effective &amp; Efficient Public Transportation Systems linked to Multi Modal Facilities</li> <li>• Single Land Use Management System (Township Formalisation)</li> <li>• Social inclusion Areas focus Investment in People rather than Places</li> </ul>
Quaternary Nodes	<p>These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Nongoma,</li> <li>• Nkandla,</li> </ul>



INTERVENTION NODE	BROAD INTENDED FUNCTION
	<ul style="list-style-type: none"> <li>• Bergville,</li> <li>• Greytown,</li> <li>• Underberg,</li> <li>• uMzimkulu</li> </ul> <p>Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:</p> <p>Focused investment in areas of Poverty Concentrations</p> <ul style="list-style-type: none"> <li>• Promote Integration (Green Agenda)</li> <li>• Integration in terms of Mixed Densities &amp; Uses</li> <li>• Improve Transportation linkages to Nodes</li> <li>• Promote Social-economic Integration</li> <li>• Eradicate Backlogs &amp; Promote Basic Service Infrastructure &amp; Delivery</li> <li>• Promote Socio-Economic Upliftment</li> <li>• Promote provision of sufficient Bulk Infrastructure Services (Demand &amp; Supply)</li> <li>• Priority spending on Infrastructural Upgrading Needs (New &amp; Maintain)</li> <li>• Rural Service Delivery Point</li> <li>• Promote &amp; Establish PPP's</li> <li>• Promote Cultural &amp; Community Based Tourism</li> </ul>
Rural Service Centres	<p>The proposed rural service centres are envisaged to serves as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities:</p> <ul style="list-style-type: none"> <li>• Traditional administration centre,</li> <li>• Taxi/ bus stop,</li> <li>• Informal trading / market area,</li> <li>• Social facility (clinic, library etc),</li> <li>• Skills development centre (mainly local schools),</li> <li>• Mobile services point (mobile clinics, pension pay points, mobile library etc)</li> <li>• Small commercial facility</li> <li>• Recreational facility such as a sport field.</li> </ul>

Map 10: Spatial Development Framework - Corridors



### **C1.7 LAND COVER & BROAD LAND USE**

It is evident, that cultivated land and forestry forms the backbone of the rural economy, situated mostly on both sides of the N2 with large forestry areas evident in the Mthonjaneni municipal area in the north eastern sector of King Cetshwayo. Scattered rural settlement is evident within Nkandla and uMlalazi municipalities. These areas coincide with the Ingonyama Trust land. Denser settlement is evident around the towns of Richards Bay/Empangeni and Eshowe. Subsistence agriculture is very evident in Nkandla LM.

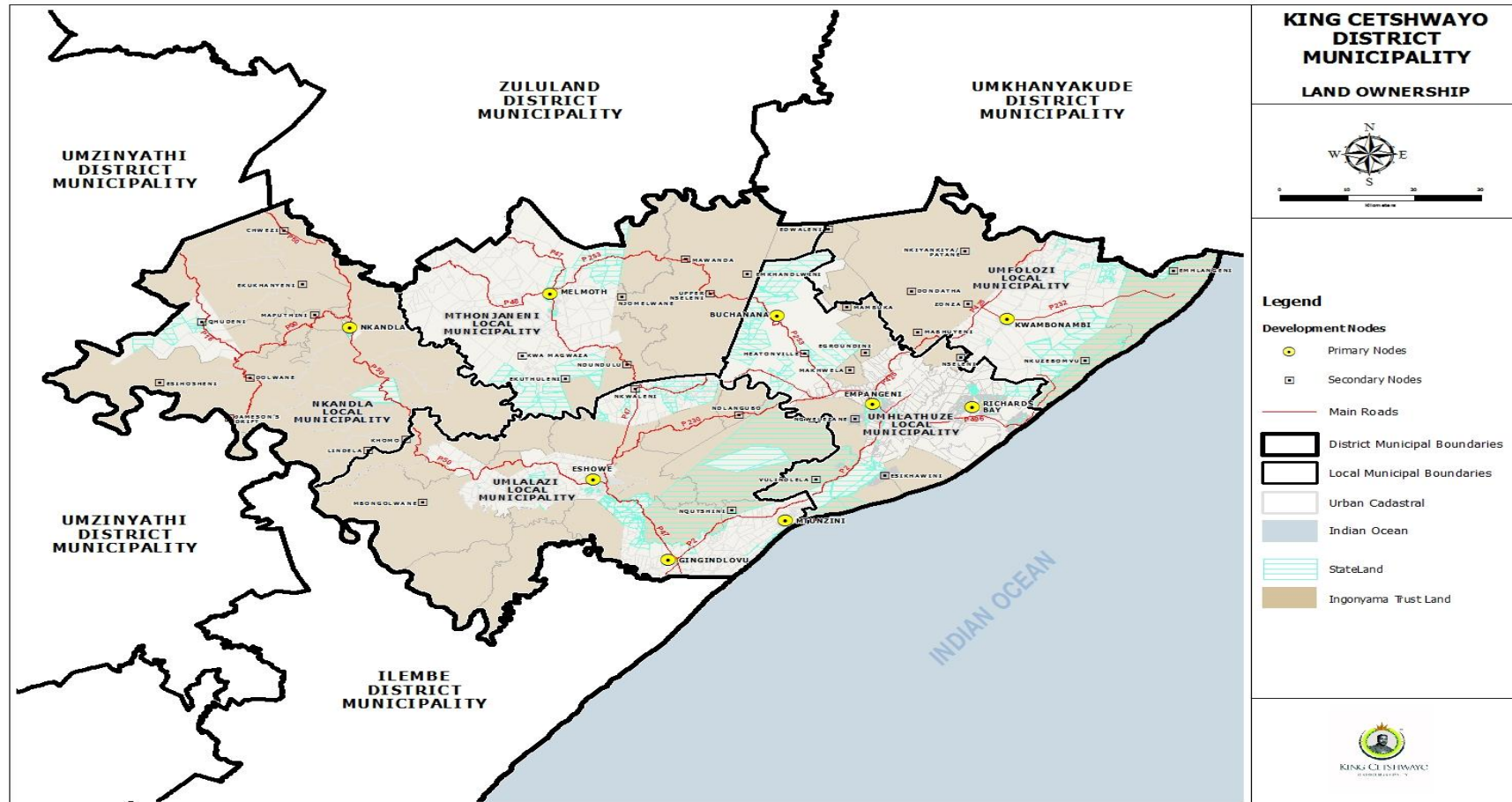
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## **C1.8 LAND OWNERSHIP**

Large tracts of land in the municipal area are Ingonyama Trust land that falls under the Traditional Authorities. The two other major categories are privately owned or state land which could either be commercial farm land/forestry and urban land in the Richard Bay/Empangeni and other nodes.

A component of the last SDF review included a land audit that verified and updated land ownership and restitution progress. This has been updated in the current review of the IDP accordingly

Map 12: Land Ownership

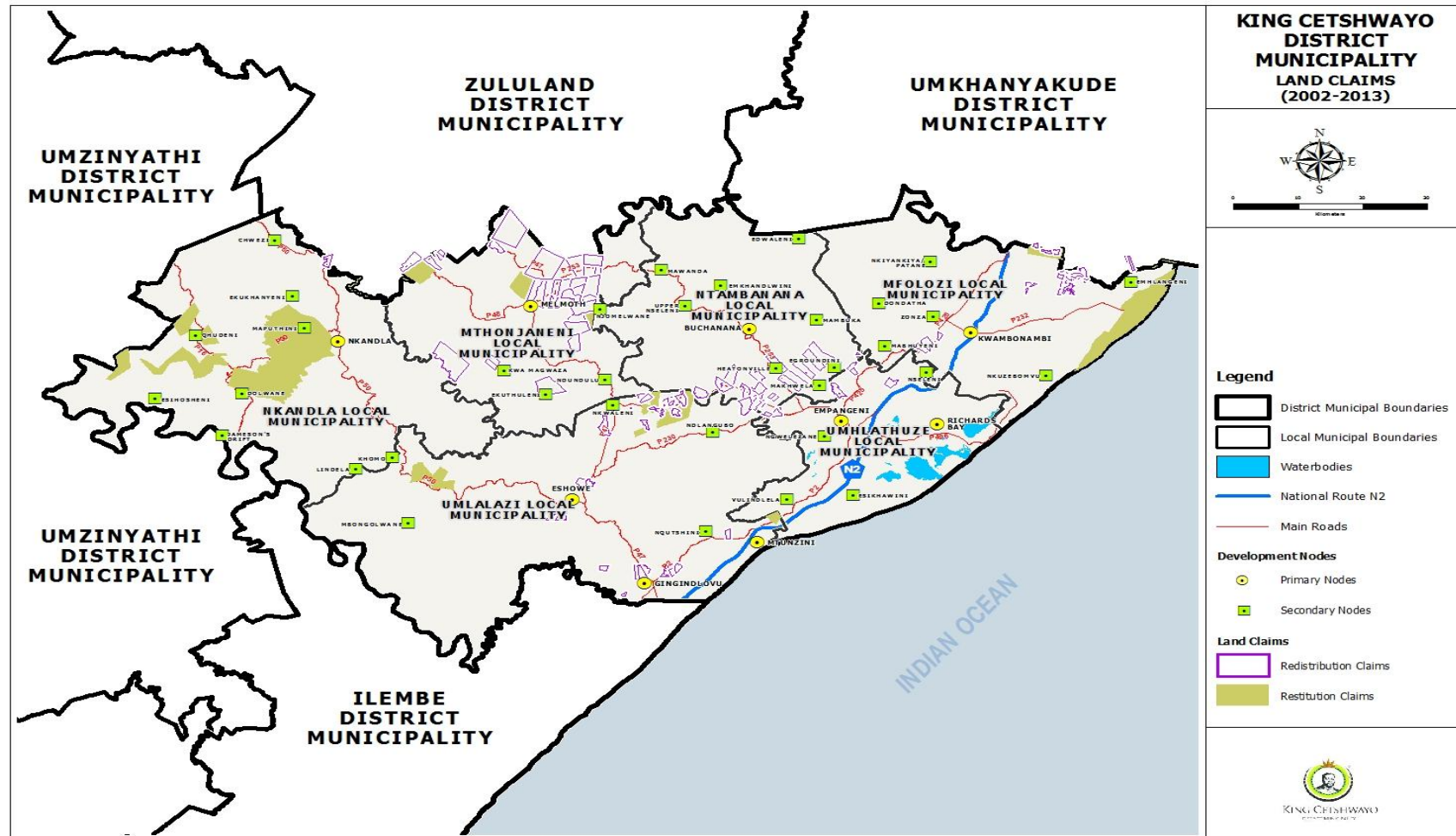


### **C1.9 STATUS OF LAND REFORM**

The following map indicates the status of Land restitution as in 2015 (settled & non-Settled, but gazetted, land claims & Land redistribution) as per reviewed SDF



Map 13: Land Claims





### **C1.10 LAND CAPABILITY**

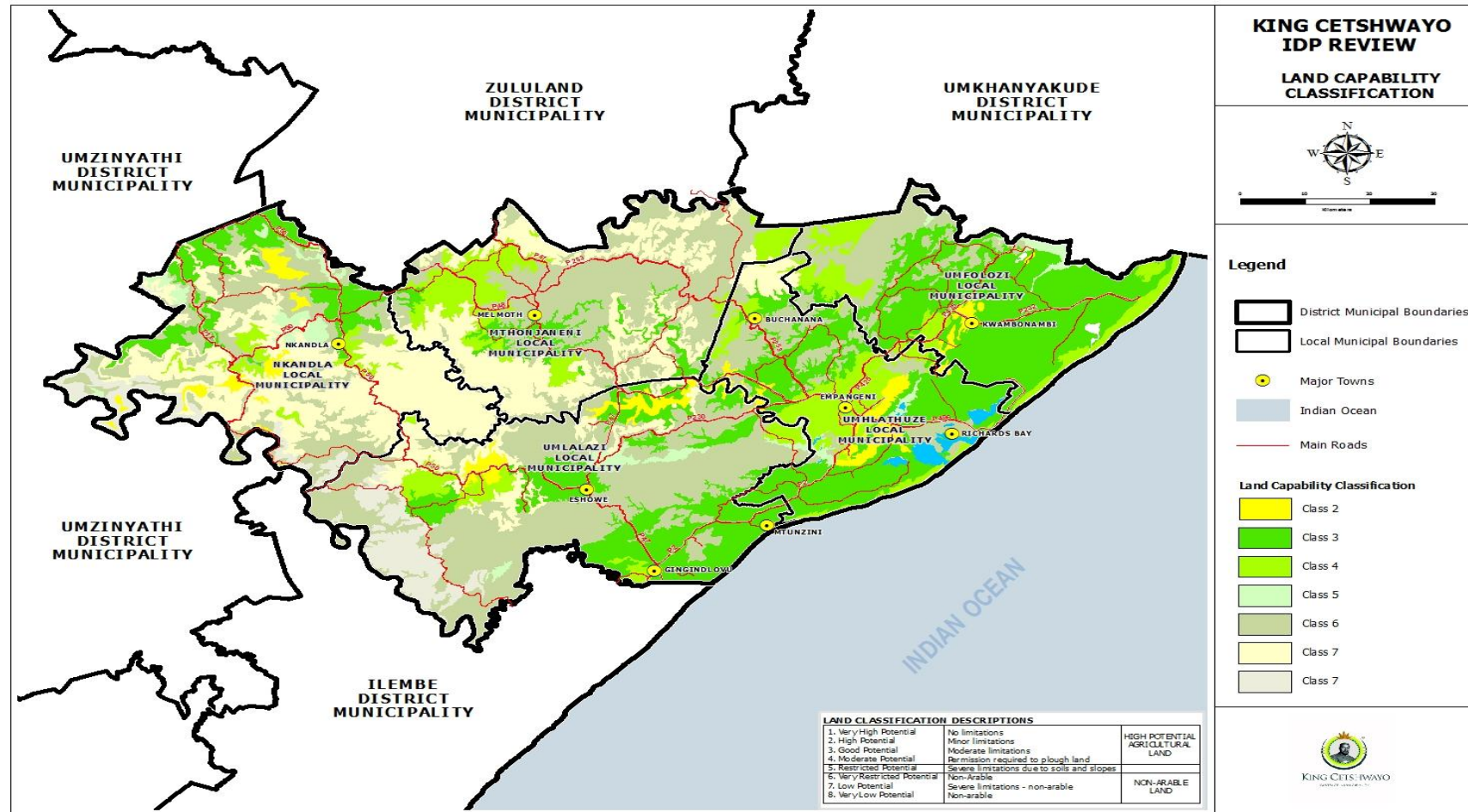
King Cetshwayo SDF has identified a number of Agricultural Focus Areas as well. These were identified based on the highest agricultural potential. Land capability classes 1, 2 and 3. It is again noted that the areas shown to be of higher agricultural potential do not total a large area. As such, care should be taken when making development decisions of a non-agricultural nature in those areas. Also, a specific investigation into agricultural options in the identified areas is needed to identify the most viable agricultural activities, considering local factors such as rainfall and soil acidity.

King Cetshwayo SDF also indicates a Multi-Sectoral Activity Corridor. This corridor is aligned to the PSEDs Agricultural Corridor but is noted in King Cetshwayo context for its tourism nature as well, it is the R66 Tourism Corridor as such, and it is identified as a multi-sectoral activity corridor in King Cetshwayo district given its agricultural and tourism nature. King Cetshwayo district also provides an agricultural activity corridor that traverses its areas of highest agricultural potential, notably along the N2 and the abutting Old Main Road along the eastern boundaries of the district.

### **C1.11 OTHER SECTOR DEVELOPMENTS**

**Refer to Section H**

Map 14: Land Capacity



### C1.12 ENVIRONMENTAL ANALYSIS

King Cetshwayo District Environmental Vision; as presented in the IDP is:

*An economically sound district with effective infrastructure and a district municipality that empowers people protects the environment and demonstrates leadership excellence.*

KING CETSHWAYO district generally has a good climate and is well endowed with natural resources whose comparative advantages are: A good climate that opens up avenues for productive agricultural and tourism development; Agriculture with irrigation infrastructure in place; a scenic environment and the coastal terrain thus creating more opportunities for tourism development; and the district's location within KwaZulu-Natal that is reputable for its African Experience.

#### ● KING CETSHWAYO ENVIRONMENTAL FORUM

- The Municipality utilized the Coastal working Group to deal with all Environmental and coastal issues. The Structure meets on a quarterly basis.
- The Planners forum is also used to deal with environmental management issues and it meets on a quarterly basis.

#### ● ENVIRONMENTAL PLANS/TOOLS

The following are the environmental tools at the municipality's disposal:

SECTOR PLAN	STATUS	DATE APPROVED	REFERENCE
Integrated Environmental Plan	Out-dated	08/06/05	KCDME2473
Environmental Management Framework (EMF)	Being developed 2017/18 to 2018-19	In-progress	
Strategic Environmental (SEA)	Adopted	2015/16	KCDME2837/2016
Coastal Management Plan (CMP)	Adopted	2015/16	

#### ● EXISTING ENVIRONMENTAL FORUMS WITHIN KING CETSHWAYO DISTRICT

- The District Waste Management Officers forum which addresses all waste related issues
- King Cetshwayo Coastal Committee (Coastal Working Group) which exists for the coordination of coastal management plans/projects within the district, the forum has since 2015 adopted Environmental Management matters as a standing item in the agenda.
- KING CETSHWAYO Regional Landfill site Monitoring Committee, which deals with waste disposal and landfill site management issues if functional.
- uMhlathuze Catchment Management Forum
- Mhlathuze Water Effluent Discharge Pipeline (This forum is championed by Mhlathuze Water, to monitor the effluent discharge by industries to sea via the Mhlathuze Water pipeline& KCDM seconded environmental officer is part of it.)

● **OTHER INFORMATION**

- KING CETSHWAYO projects comply with Environmental Impact Assessment procedures when necessary.
- All projects that trigger EIA are screened accordingly and the necessary process and procedure is followed

● **ADDITIONAL SUPPORT PROVIDED**

Human Resource: Environmental Officer – An Environmental Officer has been deployed by the National Department of Environmental Affairs: Local Government Support to support the KING CETSHWAYO DM & the family of Local Municipalities with the integration of environmental sustainability in the IDP, promoting departmental programmes and initiatives at local government and also assisting municipalities in identifying their roles and responsibilities as per environmental legislations. The KCDM is registered as interested & affected party for most EIA screening projects.

The Environmental Officer recommends that all district projects including that of local municipalities incorporate Climate Change mitigation & adaptation measures. A simple thing as making sure that all new buildings have energy efficient lighting goes a long way. The National Department of Environmental Affairs has a Climate Change “LETS RESPOND” tool kit that is available to serve as a guide for municipalities in initiating Climate Change Mitigation & Adaptation plans.

### **C1.12.1 ENVIRONMENTAL PRINCIPLES**

A set of Environmental Sustainability Principles has been developed to promote environmental sustainability in the implementation of the municipality's IDP. These are based largely on the environmental management principles in Chapter 1 of the National Environmental Management Act (NEMA) (Act 107 of 1998), but also incorporate the principles of Local Agenda 21 and KwaZulu-Natal's Environmental Implementation Plan (DAEA, 2002). The Environmental Sustainability Principles are divided into the following six themes:

- Sustainable Development
- Environmental Justice and Equity
- Participation, Empowerment and Transparency
- Co-operative Governance
- Ecological and Cultural Integrity
- Environmental Decision-making.

### **C1.12.2 ENVIRONMENTAL VISION**

The following principles of sustainability are promoted in the environmental management vision in (C1.12):

- Economic development as a component of sustainable development refers to a new and fairer approach to economic growth, which promotes access to employment and resources.
- Community development relates to meeting people's needs, using appropriate technology in a way that is not damaging to the environment.
- Community empowerment is encouraged by focusing on participation and equity, with particular emphasis on the most vulnerable of society. This is considered necessary for improved planning and development.
- Ecological sustainability refers to the capacity of an ecosystem to maintain its essential functions and processes, and retain their biodiversity in full measure over the long-term.
- Leadership: Environmental management must be integrated, acknowledging that all elements of environment are broad & cross-cutting, and it must take into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.

### **C1.12.3 BIODIVERSITY (INCLUDING PROTECTED AREAS)**

Development and land use pressures, particularly in the rural areas, are impacting on Biodiversity in the District. In order to conserve, protect and enhance the biodiversity found within the District and to ensure that the IDP is aligned with the national biodiversity framework and bioregional plans, the following is recommended:

#### ● **A BIODIVERSITY PLAN**

Biodiversity planning attempts to address the issues of how to prevent the loss of species and sustain the conditions necessary for the survival of diverse plant and animal communities. A Biodiversity Plan is recommended incorporating the following elements:

- Biodiversity networks of reserves, protected areas, open spaces and ecological corridors. This would enable the District to investigate opportunities for offering private landowners incentives for managing ecological corridors;
- The management of invasive alien vegetation.
- The establishment of a biodiversity database and monitoring system, which would link into the State of Environment Report database and indicators, as well as the C-Plan of EKZN Wildlife;
- The promotion of biodiversity education and awareness.
- The above information would also enable the district to report on its biodiversity according to the Environmental Performance Indicators developed by DEAT for Local Government.

#### ● **NZEZA-NSELENI-MSINGAZI CONSERVATION CORRIDOR**

Despite extensive transformation of the environment, mainly by commercial agriculture and forestry, significant resources remain in the area between Nseza Lake and Msingazi Lake. It is recommended that consideration be given to forming conservation areas encompassing the Nseleni valley and Lake Nseze, the Sanctuary together with Lake Cubhu and surrounds, Lake Msingazi and surrounds, and possibly

Lake Mangeza and others in the vicinity. This area is a key for maintaining biodiversity because of the diversity of habitat types it contains. It is widely recognised as a particularly significant area for bird diversity, including a number of endemic species. The development of this Corridor could include appropriate tourism initiatives. Connections among the first three mentioned are required, but this issue could await deliberation until the conflict between the demand for the proposed IDZ area for both conservation and industrial development is resolved (O'Connor, 2003). This project could be conducted in tandem with the work of EKZN Wildlife and shared funding options should be explored.

- **KWAMBONAMBI GRASSLANDS**

The Kwambonambi grasslands are of national importance for conservation as they are the only remaining relics of a once extensive vegetation formation that has been almost completely lost to forestation, urbanisation and agricultural transformation. The present distribution of this grassland is 1 531ha. EKZN has set the conservation target of this grassland at 42 705ha. The district remaining grasslands should be identified and management and monitoring measures for their protection suggested in conjunction with EKZN.

- **uMLALAZI ESTUARY, uMLALAZI NATURE RESERVE AND NGOYE FOREST**

The uMlalazi Estuary, Nature Reserve and the Ngoye Forest should be conserved in terms of their biodiversity. The uMlalazi Nature Reserve contains one of the best stands of mangroves on the Zululand coast. Furthermore the rare palm nut vulture breeds in the reserve. The Ngoye Forest boasts extensive tracts of beautiful high forest with unusual distribution records that link it with regions to the far north and south. Rare trees still found within Ngoye Reserve include the Giant Umzimbeet, Giant Pock Ironwood, Zulu Bead-string, Natal Krantz Ash, Forest Mangosteen, Forest Water Berry and the Pondo Fig. Rare and endemic fauna is highlighted by the presence of red squirrel, green barbet, yellow-streaked bulbul and the green butterfly.

#### **C1.12.4 KING CETSHWAYO DISTRICT HYDROLOGY**

Major rivers throughout in the District include the Nseleni, Matigulu, Mhlatuze, Mlalazi, uMfolozi, Nyalazi and Mzingwenya Rivers.

The many rivers in the system generally supply adequate water for domestic and stock use. The uMfolozi and the Mhlatuze Rivers offer potential for irrigation. There are currently great demands on the Mhlatuze Supply System due to water demands in Empangeni and Richards Bay, with industry (e.g. Richards Bay Minerals and Mondi Kraft) placing the greatest demand on water resources including water from Lake Nhlabane which lies within the uMfolozi area. In this regard Richards Bay Minerals has an extraction point on the Nseleni River, however this is only used when required (the town of Nseleni also has an extraction point on the Nseleni River).

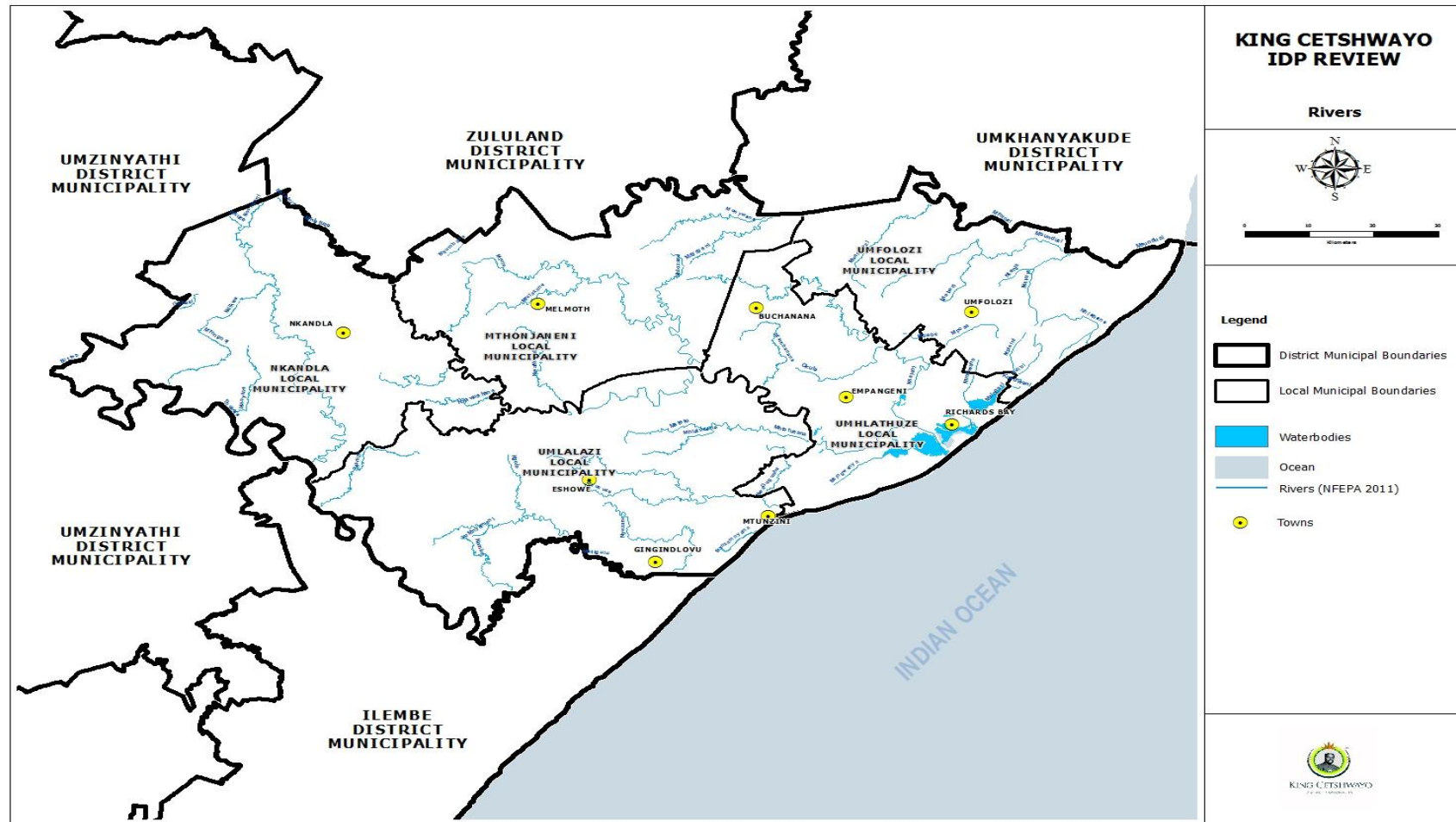
The surface water resources within the district are generally adequate to meet demands of rural supply. In spite of this there is some concern about the provision of potable water to rural areas. To a large degree, the problem is due to a lack of financing for the required delivery service system. Another complicating factor is the undulating topography that is

characteristic of certain areas making the provision of services problematical and expensive. As such, rural areas derive most of their water from natural sources, i.e. streams, as well as boreholes.

There have been recent major pressures on the District Rivers since the province of KZN was declared a disaster area because of the drought that is being experienced. KING CETSHWAYO and another municipality in KZN have been declared the most affected by the drought. This adds enormous pressure on the rivers as much of the water has been extracted for consumption, which will and has left the rivers dry.



Map 15: King Cetshwayo Rivers





The following rivers are found within each Municipal area:

**Table 16: Rivers found within the District**

MUNICIPALITY	RIVER NAME
uMfolozi	1. Msunduzi River
	2. uMfolozi River
	3. Small localized dams throughout the Municipality
uMhlathuze	1. Nsezi
	2. uMhlathuze
	3. Lake Chubu
	4. Lake Mzingazi
uMlalazi	1. Mhlathuzana
	2. Mozane "Dam"
	3. Dengwini
	4. Ntenjane
	5. Thukela
	6. Phobane Lake
	7. Ndlovini
Mthonjaneni	1. Mfule
	2. Mhlathuze
	3. Mkumbane
	4. White uMfolozi
Nkandla	1. Mhlathuze River
	2. Nsuze River
	3. Thukela River

Three coastal lakes lie within the uMfolozi area, Lake Nhlabane on the coast, Lake Eteza towards the north and Lake Mavuya between the two (within the Kwambo area). The Mpungase feeds Lake Nhlabane. This system is characterised by wetlands that lie behind the coastal forest. Other small water bodies within this system are the Lakes Ozwanini and Igwenyeni. The Msunduzi, the Mbabe and Ntobozi feed Lake Eteza. The Mvuya and the Mokana are tributaries of the Msunduzi which join with the uMfolozi at its mouth.

Lake Mzingazi, the Harbour and the Sanctuary are three large water bodies that lie parallel in a row close to the coastline within the uMhlathuze Municipality. These bodies collect runoff and subterranean water from the immediate drainage catchment of Richards Bay and from the uMhlathuze in the northwest. The three water bodies are linked to one another via channels and flow into each other depending on the tide and the runoff. West of the Sanctuary is Lake Cubhu, a smaller water body which drains to the Sanctuary. Inland of the harbour and Lake Mzingazi, abutting the first coastal ridgeline, is the large water body of Lake Nsezi, which drains to the Sanctuary. The freshwater lakes on the coastal plain, such as Mzingazi, Nsezi and Cubhu (see further description below), are drowned valleys related to a former erosion cycle with a lower sea level. These water bodies and their associated drainage systems play a key role in the functioning of the wetland environment of Richards Bay. Lakes Mbongolwane and Hlabane are also located within the area.

- **LAKE NSEZI**

Lake Nsezi is 1000Ha in size and 2.3m deep. The Lake is a key water storage and supply asset, and performs a significant water quality buffering and improvement function in addition to reducing flood risk downstream. Although water quality in Lake Nsezi has been reduced, capacity exists for sustainable use of water from the Lake. Furthermore the Lake has significant recreation and tourism development / use potential.

- **LAKE MZINGAZI**

Lake Mzingazi is 1216Ha in size and 4.4m deep, and is bordered mainly by open space and forestry. The lake is fed from groundwater from the uMhlathuze Municipality and performs a critical buffering role, protecting quality of inflows into the harbour. However during major flood events there is a risk to low lying areas with high potential for inundation. Owing to its size and good water quality, it is a strategic water supply source for Richards Bay and provides good opportunities for recreation and cultural use of the lake area and surrounds. There is however increasing pressure on local water quality as a result of poorly serviced informal settlement upstream and surrounding Lake Mzingazi, much of which is outside the municipal area. These informal settlements do not have proper sanitation facilities. Poor air quality from industry in adjacent areas further reduces environmental quality in the catchment and poses a health risk.

- **LAKE CUBHU**

Lake Cubhu is 464Ha in size and 2.3m deep. It is a key natural feature of national importance, and a key local water supply resource. The Lake still clearly linked to the estuary (sanctuary), which is essential for crustacean migrations and the integrity of the connecting 'neck' is therefore essential. Lake Cubhu and the associated swamp forest play an important role with respect to water quality improvement by diluting and treating waste and pollutants, as well as by regulating sedimentation. In this way the Lake performs a critical buffering role, protecting quality of inflows into the estuary. Furthermore the lake system and wetlands perform a significant role in reducing flood risk at the lower end of the catchment. Lake Cubhu can be considered as a strategic water supply source for Richards Bay. In addition the vegetation and lake performs air quality buffering and a micro climate control function. The relatively good environmental quality in the Lake area provides good opportunities for recreation and cultural use of the lake area and surrounds. However declining water quality limits the use potential of Lake Cubhu as a water and recreation resource, as well as threatening the estuarine sanctuary downstream.

- **UMFOLOZI CATCHMENT**

The uMfolozi/Msunduzi estuary is located north of Richards Bay. The Ntutunga, Mvamanzi and Ntinkulu Perennial Rivers which occur in the North West form part of the uMfolozi catchment, while the Munywana and the KwaMayayeni rivers drain to the White uMfolozi from the north. This system has a catchment area of approximately 11 068km<sup>2</sup>. Agriculture (consisting mainly of subsistence agriculture and commercial forestry) accounts for about 23% of the catchment land-cover in the uMfolozi-Msunduzi system. Approximately 13 % of the catchment is degraded, mostly comprising degraded grassland, bushland and forest while about 64% is natural. Natural land-cover generally consists of grassland, bushland, and forest and woodland. There is very little urban development (less than 1%) in the uMfolozi-Msunduzi catchment. Most of the urban development comprised

residential and industrial development associated with the towns of Mtubatuba in the lower catchment, Ulundi in the middle catchment and Vryheid in the upper catchment (all outside of the study area); mines and quarries were also located near the inland town of Vryheid.

- **MHLATHUZE CATCHMENT**

The Mhlathuze estuary has been significantly altered by the construction of the Richards Bay harbour and now has an artificially constructed mouth and is home to a rapidly expanding mangrove forest. It is also one of the few remaining estuaries that still support sea grass beds (*Zosteracapensis*). Prior to the construction of a deep-water harbour in the 1970s, the system comprised a large shallow, expanse of water, fed primarily by the Mhlathuze River, with a catchment area of approximately 3670km<sup>2</sup>. The system today consists of two separate components, a harbour (Richards Bay) and a sanctuary area (Mhlathuze estuary) into which the Mhlathuze River flows. The southern estuary is a formally protected area (since 1935).

The harbour and sanctuary are separated by a 4 km long causeway and each has its own separate opening to the sea. Although the harbour and sanctuary are separate systems, the two components have been combined in this analysis. The Nholo, the Nhlozan, the iBusane, the Nsimnakazi, the Mtimona and the Ntambana are all tributaries of the Mhlathuze to the south. The Gigizana, the Mzini, the Mposa River and the Okula Rivers are all tributaries of the Nseleni which has its source in the area. The Nseleni flows into Lake Nsezi and the lagoon at Richards Bay, which flows into the Nsezi River before flowing into the Mhlathuze and then making its way into the estuary south of the harbour. Approximately 41% of the Richards Bay-Mhlathuze catchment is under agriculture, comprising a mixture of commercial forestry, subsistence farming and sugar cane. About 5% of the catchment is degraded, mostly consisting of degraded bushland and grassland. Roughly 52% of the catchment is natural and comprises of grassland, bushland, and forest and woodland. Urban development accounts for about 2% of the catchment land-cover and this comprises residential, industrial and commercial development mainly associated with Richards Bay near the coast as well as Empangeni further inland.

- **THE uMlalazi CATCHMENT**

The uMlalazi estuary is located just south of Richards Bay. There are extensive wetland systems (salt marshes, mangrove forests, swamp forests) associated with the uMlalazi estuary. The river is approximately 54 km long with a catchment area of 492km<sup>2</sup>. Approximately 46% of the catchment land-cover of the uMlalazi system is utilized for agriculture and consists mainly of subsistence farming, sugar cane and commercial forestry. The catchment does not appear to be degraded and about 53% is natural (comprising grassland, bushland and forest). About 1% of the catchment is urban comprising mainly the residential and industrial developments associated with of the coastal village of Mtunzini and the town of Eshowe further inland.

- **THE MATIGULU/NYONI CATCHMENT**

The Matigulu/Nyoni estuary is situated south of Richards Bay. It is one of the only South African examples of an estuary shared by two individual river systems. This system drains a

catchment area of over 900 sq. km. approximately 60% of the catchment is under agriculture (mainly sugar cane and subsistence farming with some commercial forest). About 6% of the Matigulu/Nyoni catchment comprises degraded bushland. Roughly 33% of the catchment is natural, mostly comprising grassland, bushland and forest. Very little of the catchment is urban (less than 1%) and most of this is residential and commercial and industrial development associated with the inland town of Eshowe.

- **THE THUKELA CATCHMENT**

The Thukela (Tugela) estuary is situated approximately midway between Richards Bay and the coastal city of Durban. The estuary is outside of the district however the river forms the southern boundary of King Cetshwayo District towards the west. The Thukela estuary is considered a river mouth as opposed to a true estuary as the flow in the Thukela is (usually) such that the fresh water marine water interface is actually offshore as opposed to within the lower reaches of the river course. The Thukela is the largest river system in KwaZulu-Natal. The river is approximately 405 km long with a catchment area of 29 101 km<sup>2</sup>. About 15% of the Thukela catchments under agriculture, comprising mainly subsistence farming, temporary commercial dry land agriculture, temporary commercial irrigated agriculture, and commercial forestry. Some sugar cane and improved grasslands were also present. Roughly 8% of the Thukela catchment comprised degraded grassland, bush land and forest with some erosion also present. A high proportion of the catchment (75%) is natural and consists mostly of grassland and bush land with some forest. Approximately 1% of the catchment is urban, comprising mostly residential, industrial and commercial development as well as mines and quarries. This was mainly associated with the towns of Escourt, Ladysmith, Dundee and Newcastle situated in the upper catchment outside of the district.

- **SIYAYI LAGOON**

The Siyayi lagoon lies on the coast just east of Mtunzini. According to Begg (1978) the Siyayi was originally a clear and deep stream until sugarcane farmers began to reshape the terrain through ploughing down the slopes, planting up to the banks of the river, and removing spongy swamp vegetation along its course (uMlalazi IDP).

- **WETLANDS**

There are a number of wetlands in the study area, the most notable of which are Lake Cubhu and the Greater Mhlathuze Wetland System to the south of Richards Bay at Esikhawini. This system includes the riverine wetlands on either side of the Mzingwenya River and its tributaries and the lake margin wetlands around Lake Cubhu. The periphery of the wetlands surrounding the lake measures 139 km and the average width is 314 m. Lake Nsezi and its associated wetlands are also important (see above). The Mbongolwane Wetland on the upper reaches of the Amatikulu River in the Ntuli Tribal area is of ecological importance and is presently unprotected.

- **DAMS**

The Goedertrouw Dam is the one major dam in the area and is located on the Mhlathuze River approximately 10 km north of Eshowe. Water is transferred to Goedertrouw Dam via the Thukela-Mhlathuze Scheme (<http://www.dwaf.gov.za/thukela/Background.htm>). The

dam is used to supply the following irrigation boards (Nkwalini Irrigators, uMfule irrigators, Heatonville irrigators, KwaZulu Natal irrigators and Lower Irrigators), the Mhlathuze Water Board (domestic and industrial water supply) and the Ingwelezane Town, in the area from Nkwalini Valley to Richards Bay. In addition the dam offers the opportunity for a range of water sports, together with camping and picnic spots. It is supplementary to the areas of eco-tourism in the uMlalazi Area. There is an established fenced game park on the south bank of the river.

● **NARROWED DATA LAYER FOR KING CETSHWAYO DISTRICT**

MUNICIPALITY	PROTECTED AREAS	TERRESTRIAL ECOSYSTEM	VEGETATION TYPE (14)	THREATENED TERRESTRIAL ECOSYSTEM	FRESHWATER ECOSYSTEM	RAMSAR SITES
<b>uMhlathuze</b>	<ul style="list-style-type: none"> <li>• Enseleni Nature Reserve-Provincial Nature Reserve, 291.2ha</li> <li>• Richards Bay Game Reserve-Provincial Nature Reserve, 1339.3 ha</li> <li>• uMlalazi Nature Reserve-Provincial Nature Reserve, 92 ha</li> </ul>	<b>BIOMES</b> <ul style="list-style-type: none"> <li>• Indian Ocean Coastal Belt</li> <li>• Savanna</li> </ul>	<ul style="list-style-type: none"> <li>• Freshwater Lakes-1011 ha, 1.27% of Municipality</li> <li>• KwaZulu Natal Coastal Belt-6155.2 ha, 7.76% of Municipality</li> <li>• Mangrove Forest-1078.6 ha, 1. 36% of Municipality</li> <li>• Maputaland Coastal Belt-54587. 7ha, 68.82% of Municipality</li> <li>• Maputaland Wooded Grassland-1410.6ha, 1.78% of Municipality</li> <li>• Northern Coastal Forest-2911.3ha, 3.67% of Municipality</li> <li>• Scarp Forest-15.7ha, 0.02% of Municipality</li> <li>• Subtropical Coastal Lagoons-1860.1ha, 2.35% of Municipality</li> <li>• Subtropical Dune Thicket-226.9ha, 0.29% of Municipality</li> <li>• Subtropical Freshwater Wetlands-2507.6 ha, 3.16% of Municipality</li> <li>• Subtropical Seashore Vegetation-243.9 ha, 0.31 of Municipality</li> <li>• Swamp Forest-241.2 ha, 0.3% of Municipality</li> <li>• Zululand Coastal Thornveld-6203.3ha, 7.82% of Municipality</li> <li>• Zululand Lowveld-851.9ha, 1.07% of Municipality</li> </ul>	<b>CRITICALLY ENDANGERED</b> <ul style="list-style-type: none"> <li>• Eshowe Mtunzini Hilly Grassland-2436.7 ha, 3.07% of Municipality</li> <li>• KwaMbonambi Dune Forest-299.8 ha, 0.38 % of Municipality</li> <li>• Ngoye Scarp Forest and Grasslands-1.2 ha, 0 % of Municipality</li> <li>• Kambonambi Hygrophilous Grasslands-12205.1 ha, 15.39 % of Municipality</li> <li>• North Coast Dune Forest-976.1 ha, 1.23 % of Municipality</li> </ul>	<b>WATER MANAGEMENT AREAS (1)</b> <ul style="list-style-type: none"> <li>• Usuthu to Mhlathuze - 77845.4ha (98.14% of municipality)</li> </ul>	No Ramsar sites
				<b>ENDANGERED</b> <ul style="list-style-type: none"> <li>• KwaZulu Natal Coastal Forest-86.6ha, 0.11 % of Municipality</li> <li>• Mangrove Forest-74.8</li> </ul>	<b>RIVERS (6)</b> <ul style="list-style-type: none"> <li>• Mhlathuze</li> <li>• Mlalazi</li> <li>• Mpisini</li> <li>• Mzingazi</li> </ul>	

MUNICIPALITY	PROTECTED AREAS	TERRESTRIAL ECOSYSTEM	VEGETATION TYPE (14)	THREATENED TERRESTRIAL ECOSYSTEM	FRESHWATER ECOSYSTEM	RAMSAR SITES
				ha, 0.09 % of Municipality	<ul style="list-style-type: none"> <li>• Nseleni &amp;</li> <li>• Unknown</li> </ul>	
				<b>VULNERABLE</b> <ul style="list-style-type: none"> <li>• Maputaland Wooded Grassland-220.6 ha, 0.28 % of Municipality</li> <li>• Swamp Forest-3.5 ha, 0% of Municipality</li> </ul>	<b>WETLANDS</b>	
					<b>ESTUARIES</b> Mhlathuze (Estuarine Bay), fair <ul style="list-style-type: none"> <li>• Mlalazi (permanently open), good</li> <li>• Richards Bay (Estuarine bay), fair</li> </ul>	
<b>Nkandla</b>	<ul style="list-style-type: none"> <li>• Dhlabe Nature Reserve</li> <li>• Edodweni Nature Reserve</li> <li>• Nkandla Forest</li> <li>• Mndunduzeli Nature Reserve</li> <li>• Qudeni N.R.</li> <li>• Sibudeni NR</li> <li>• Vungwini NR</li> <li>• Mome N.R.</li> </ul>	<ul style="list-style-type: none"> <li>• Forest-3460.7ha (1.89% of municipality)</li> <li>• Grassland-51828.7ha (28.36% of municipality)</li> <li>• 27469.6ha (69.75% of municipality)</li> </ul>	<ul style="list-style-type: none"> <li>• Drakensberg-Amathole Afromontane Fynbos</li> <li>• Eastern Valley Bushveld</li> <li>• KwaZulu-Natal Highland Thornveld</li> <li>• Midlands Mistbelt Grassland</li> <li>• Ngongoni Veld</li> <li>• Northern KwaZulu Natal Moist Grassland</li> <li>• Northern Zululand Sourveld</li> <li>• Scarp Forest</li> <li>• Southern Mistbelt Forest</li> <li>• Thukela Thornveld</li> <li>• Thukela Valley Bushveld</li> </ul>	<b>ENDANGERED</b> <ul style="list-style-type: none"> <li>• Qudeni Mistbelt forest and grassland</li> </ul> <b>VULNERABLE</b> <ul style="list-style-type: none"> <li>• Eastern Scarp Forest - FOz V1</li> <li>• Midlands Mistbelt Grassland - Gs 9</li> <li>• Ngongoni Veld - SVs 4</li> <li>• Nkandla Forests and Grasslands - KZN 73</li> <li>• Northern Qudeni Mistbelt Grasslands - KZN 75</li> </ul>	<b>WATER MANAGEMENT AREAS</b> <ul style="list-style-type: none"> <li>• Thukela</li> <li>• Usutu to</li> <li>• uMhlathuze</li> </ul> <b>RIVERS</b> <ul style="list-style-type: none"> <li>• Buffels</li> <li>• Mhlathuze</li> <li>• Nsongeni</li> <li>• Nsuze</li> <li>• Thukela</li> <li>• Unknown</li> </ul> <b>WETLANDS</b> <ul style="list-style-type: none"> <li>• 115 covering 2024.3ha (1.1%) of Nkandla Municipality</li> </ul>	
<b>UMLALAZI</b>	<ul style="list-style-type: none"> <li>• Dengweni Forest Reserve</li> <li>• Dlinza Forest Nature</li> </ul>	<b>BIOMES (2)</b> <ul style="list-style-type: none"> <li>• Indian Ocean Coastal Belt</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Eastern Valley Bushveld</i></li> <li>• <i>KwaZulu-Natal Coastal Belt</i></li> <li>• <i>KwaZulu-Natal Hinterland Thornveld</i></li> </ul>	<b>CRITICALLY ENDANGERED (4)</b> <ul style="list-style-type: none"> <li>• Entumeni Valley - KZN</li> </ul>	<b>WATER MANAGEMENT AREAS (2)</b> <ul style="list-style-type: none"> <li>• Thukela</li> </ul>	

MUNICIPALITY	PROTECTED AREAS	TERRESTRIAL ECOSYSTEM	VEGETATION TYPE (14)	THREATENED TERRESTRIAL ECOSYSTEM	FRESHWATER ECOSYSTEM	RAMSAR SITES
	Reserve • Entumeni Nature Reserve • Ezigwayini Forest Reserve • Impeleshu Forest Reserve • Ngoye Forest Reserve • uMlalazi Nature Reserve	• Savanna	• Mangrove Forest • Maputaland Coastal Belt • Ngongoni Veld • Northern Coastal Forest • Northern Zululand Sourveld • Scarp Forest • Subtropical Coastal Lagoons • Subtropical Dune Thicket • Subtropical Seashore Vegetation • Zululand Lowveld	3 • Eshowe Mtunzini Hilly Grasslands - KZN 4 • Ngoye Scarp Forests and Grasslands - KZN 13 • North Coast Dune Forest - KZN 14 <b>VULNERABLE (3)</b> • Eastern Scarp Forest - FOz V1 • KwaZulu-Natal Coastal Belt - CB 3 • Ngongoni Veld - SVs 4	• Usutu to uMhlathuze <b>RIVERS (5)</b> • Matigulu • Mhlathuze • Mlalazi • Thukela • Umngwenya <b>WETLANDS</b> • 519 covering 3767.9ha (1.7%) of uMlalazi Municipality <b>ESTUARIES (1)</b> • Siyaya	
UMFOLOZI	(4) • uMfolozi Game Reserve • Lake Eteza N.R. • Nhlabane N.R,	<b>BIOMES</b> • Indian Ocean Coastal Belt • Savanna	(13) • Freshwater Lakes • Mangrove Forest • Maputaland Coastal Belt • Maputaland Wooded Grassland • Northern Coastal Forest • Northern Zululand Sourveld • Scarp Forest • Subtropical Dune Thicket • Subtropical Freshwater Wetlands • Subtropical Seashore Vegetation • Subtropical Seashore Vegetation • Swamp Forest • Zululand Coastal Thornveld • Zululand Lowveld	<b>CRITICALLY ENDANGERED</b> • Kwambonambi Dune Forest - KZN 8 • Kwambonambi Hygrophilous Grasslands - KZN 9 <b>ENDANGERED</b> • KwaZulu-Natal Coastal Forest - FOz VII1 • Mangrove Forest - FOa 3 <b>VULNERABLE (3)</b> • Eastern Scarp Forest - FOz V1 • Maputaland Wooded Grassland - CB 2 • Swamp Forest - FOa 2	<b>FRESHWATER ECOSYSTEM (1)</b> • Usutu to uMhlathuze <b>RIVERS (6)</b> • uMfolozi • Mpisini • Msunduzi • Mzingazi • Nseleni • Unknown <b>WETLANDS</b> • 090 covering 11747.5ha (9.7%) of Mbonambi Municipality <b>ESTUARIES (1)</b> • Nhlabane (temporary closed)	1 N



MUNICIPALITY	PROTECTED AREAS	TERRESTRIAL ECOSYSTEM	VEGETATION TYPE (14)	THREATENED TERRESTRIAL ECOSYSTEM	FRESHWATER ECOSYSTEM	RAMSAR SITES
<b>MTHONJANENI</b>	<ul style="list-style-type: none"> <li>• Ophathe Game Reserve</li> </ul>	<b>BIOMES (1)</b> <ul style="list-style-type: none"> <li>• Savanna</li> </ul>	<ul style="list-style-type: none"> <li>• Eastern Valley Bushveld</li> <li>• Ngongoni Veld</li> <li>• Northern Zululand Sourveld</li> <li>• Zululand Lowveld</li> </ul>	<b>VULNERABLE</b> <ul style="list-style-type: none"> <li>• Imfolosi Savanna and Sourveld - (KZN 59)</li> <li>• Ngongoni Veld - SVs 4</li> </ul>	<b>WATER MANAGEMENT AREAS (1)</b> <ul style="list-style-type: none"> <li>• Usutu to uMhlathuze</li> </ul> <b>RIVERS (4)</b> <ul style="list-style-type: none"> <li>• Mfule</li> <li>• Mhlathuze</li> <li>• Mkumbane</li> <li>• White uMfolozi</li> </ul> <b>WETLANDS</b> <ul style="list-style-type: none"> <li>• 312 covering 1790.5ha (1.6%) of Mthonjaneni Municipality</li> </ul>	

### C1.12.5 AIR QUALITY

The Constitution compels the Municipality to take reasonable steps to prevent pollution and ecological degradation, promote conservation and secure the ecologically sustainable development and use of natural resources. The Municipal Systems Act (Act 32 of 2000) and the National Environmental Management Act (NEMA) (Act 107 of 1998) also place environmental responsibilities on the Municipality.

The National Framework for Air Quality management also provides guidance for government to meet the requirements of Section 24 of the Bill of Rights. Section 15 (1) of the National Environmental Management: Air Quality Act (Act No. 39 of 2004) (AQA), calls upon each municipality to include an Air Quality Management Plan (AQMP) in its Integrated Development Plan (IDP). In ensuring compliance with the above legal requirements the King Cetshwayo District Municipality (KCDM) Council on the 5<sup>th</sup> December 2014 approved an Air Quality Management Plan (AQMP) for the District resolution reference KCDMC 2078/2014.

King Cetshwayo DM is in terms of Chapter 5 of AQA is responsible for the licensing of Listed Activities and also to monitor AQA Section 23 activities within the district.

SECTOR PLAN	STATUS	DATE APPROVED	REFERENCE
Air Quality Management Plan	Adopted	5 December 2014	KCDMC 2078/2014

The National Framework for Air Quality Management (DEA, 2007) as amended Table 8 provides the District Municipalities and Metros that have poor/ potentially poor Air Quality. King Cetshwayo District Municipality is listed as the second District with poor air quality in KwaZulu Natal following eThekweni Metro.

The District AQMP outlines the vision, mission, goals and the implementation plan and commitments of the King Cetshwayo District Municipality with regard to the management of the air quality of the area within its jurisdiction. It is integrated in that it applies to all that the District does, across all sectors, from planning to implementation. It also indicates strategic interventions to be used to deal with air pollution management and control.

The function of issuing Atmospheric Emission Licences (AEL) for Listed Activities in terms of the Air Quality Act is also the responsibility of the District Municipalities. Municipalities mandated with this function are required to 'designate an air quality officer to be responsible for co-coordinating matters pertaining to air quality management in the Municipality. The main sources of air pollution within the district are industries, and vehicle emissions; other sources include biomass burning, agricultural activities and mining operations.

The focus of air quality management in the District is to ensure the management and operation of the licensing of listed activities, and the development of emission reduction strategies. The rationale for developing the Air Quality Management Plan for the King

Cetshwayo District Municipality is due to the recognition of the growing severity of air pollution caused by domestic, industrial, agricultural and mining operations in the District.

- **CHALLENGES**

Key challenges continues to be the lack of staffing in terms of numbers, absence of By-laws, no compliance and enforcement capabilities, insufficient equipment, incapacity to offer education and awareness to residents, Insufficient or lack of knowledge with regard to environmental management and waste management issues throughout the district.

- **EXECUTIVE SUMMARY: Air Quality Management Plan (AQMP)**

King Cetshwayo District Municipality is one of 11 District Municipalities in the KwaZulu-Natal province. Section 15 (1) of the National Environmental Management: Air Quality Act (Act No. 39 of 2004) (NEM: AQA), calls upon each municipality to include an Air Quality Management Plan (AQMP) in its Integrated Development Plan (IDP). In terms of the NEM: AQA, the KCDM is required to develop an AQMP by assessing the current air quality situation and then to address the situation by setting short, medium and long-term goals to continuously improve air quality and ensure that air quality is not harmful to communities.

The importance of the environment and air quality is highlighted in Section 24 of Bill of Rights, which states, amongst others, that everyone has the right to an environment that is not harmful to their health or well-being. The National Framework for Air Quality Management (DEA, 2007 and 2013) provides guidance for government to meet the requirements of Section 24 of the Bill of Rights.

Industrial, manufacturing and mining activities form the backbone of the economy in the district, this node of development and urbanisation is concentrated around the port of Richards Bay. These industries have been the focus of most air quality concerns in the region, air pollution associated with industry has been identified as one of the concerns of the King Cetshwayo District Municipalities Integrated Development Plan Review.

Agriculture and tourism also contribute to the rapidly growing economy of the region. Sugar cane burning, pesticide usage and dust are among the air quality concerns associated with agricultural processes.

The majority of King Cetshwayo District Municipality is made up of sparsely populated rural areas. This juxtaposition of industrial development, agriculture, a rich natural heritage and rural poverty lends itself to unique air quality issues. The IDP emphasises the need for sustainable development in the region, where there is equal consideration of environmental, economic and social development needs.

King Cetshwayo District Municipality AQMP has the potential to play a multifaceted role in ensuring the effective management of the air quality resource and preserving the integrity of the district's unique natural heritage, without compromising social and

economic development. King Cetshwayo District Municipality has appointed uMoya-NILU Consulting (Pty) Ltd to develop an AQMP that will ensure that air quality is managed effectively and efficiently.

The overall objective of the project is to develop an AQMP for King Cetshwayo District Municipality, to assist the improvement of air quality, and to provide baseline data for provincial and national air quality management planning.

The baseline assessment provided the mechanism to identify gaps and issues. These informed the AQMP, which was developed in consultation with stakeholders during a Logical Framework Assessment workshop with Provincial and District and Municipal officials. Interventions to address the gaps and issues are described in the AQMP.

The **vision** of the AQMP is —

*Clean air for a healthy King Cetshwayo*

The associated **mission** of the KCDM AQMP is:

*King Cetshwayo District Municipality ensures clean, healthy air for all residents to preserve the integrity of ecosystems and enables economic growth and development through the on-going implementation of the air quality management plan, co-operative governance and active stakeholder engagement.*

- **Five Goals defined for the KCDM AQMP are:**

**Goal 1:** The air quality management capacity in King Cetshwayo District Municipality meets all the requirements of their mandate.

*This goal refers to the critical importance of an effective and efficient AQM staff complement and competence to fulfil the requirements of the NEM: AQA.*

**Goal 2:** Air quality management in King Cetshwayo District Municipality is enhanced through co-operative governance.

*This goal refers to the importance of co-operative governance, with a particular emphasis on inter-governmental cooperation and interdisciplinary exchange to ensure that air quality issues are considered in planning and development decision making.*

**Goal 3:** King Cetshwayo District Municipality has the systems and tools for effective air quality management

*This refers to King Cetshwayo District Municipality having a system to manage air quality. These components include but are not limited to: a dispersion modelling capacity, an emission inventory, an ambient monitoring network, an AEL processing system and a complaints management system.*

**Goal 4:** Air Quality Management in King Cetshwayo District Municipality considers the development objectives of the region

*This goal recognises that there is a need for strategic management of the air shed, considering economic growth and hot spot areas with large concentrations of polluting activities such as in the IDZ. There is also a need*

*to explore potential air quality risks in parts of the district that have not been researched and address these accordingly.*

**Goal 5:** AQM is understood throughout King Cetshwayo District Municipality  
*This goal refers to active and inclusive stakeholder engagement with a focus on effective implementation of the AQMP and enhancing awareness of AQM in King Cetshwayo District Municipality.*

- **IMPLEMENTATION TIMEFRAMES**

The timeframes defined for the implementation of the AQMP provide for immediate activities based on available capacity and competence, to longer term activities that require recruitment, training, capital investment and other protracted processes. There are:

- Immediate First 3 months of AQMP adoption
- Short term First 12 months of AQMP adoption
- Medium Term 2 to 3 years of AQMP adoption
- Long term 4 to 5 years of AQMP adoption

- **IMPLEMENTATION PLAN**

For each of the 5 goals the implementation plan defines the objectives required to meet the goal, the necessary activities required, who has a mandatory and a participatory responsibility to execute the work required, the timeframes with indicators to measure and understand the progress with implementation.

#### **C1.12.6 COASTAL MANAGEMENT PLAN**

Coastal Management Plan provides a strategic framework for the management of King Cetshwayo Coastal area and was finalised during 2016/17 financial year. The purpose of the strategic framework is to provide guidance for the future development of King Cetshwayo coast while at the same time ensuring that the coastal resource base is protected.

King Cetshwayo coastline is a vital and complex asset, with a diverse mix of biophysical features and human uses along its length. A full description of these is contained in the adopted Coastal Management Programme. There are five estuaries on King Cetshwayo coast: Siyaya, uMlalazi, uMhlathuze, Port of Richards Bay and Nhlabane. They vary considerably in character from permanently open (uMlalazi) to large (uMhlathuze) to a deep enclosed marine bay (Richards Bay).

Immediately inland from the shoreline are dune formations made up largely of marine sand together with a number of economically important mineral deposits. South of the uMhlathuze River the coastal topography comprises mature undulating coastal dune systems with predominantly sandy soils. North of the uMhlathuze a broad coastal plain exists, comprising sandy soils intersected with alluvial mud and clay deposits. The almost total absence of rock formations in the coastal area is a unique feature.

Along its length of 100 km, King Cetshwayo coastline, contains significant service infrastructure, Africa's largest port (based on volume of cargo handled), major mining operations, large industrial operations, extensive sugar cane and timber plantations, prawn fisheries, tourism businesses, wilderness /conservation areas, subsistence agriculture and natural resource harvesting, impoverished urban settlements, traditional rural settlements and affluent urban and suburban settlements (Institute of Natural Resources, 2004).

The landward portion of the coast comprises a complex mix of mining, commercial forestry and agriculture, subsistence agriculture, mariculture, harbour operations, tourism, conservation, infrastructure and industrial and residential development.

There are significant mining lease areas along King Cetshwayo coastline, some of which are currently being exploited. Richards Bay Minerals (RBM) and Exxaro KZN Sands are currently engaged in heavy mineral mining operations in the sand dunes, both along the coast, and slightly inland from the coastal zone.

Richards Bay Minerals (RBM) is a producer of titanium, high purity pig iron, rutile and zircon. It supplies most of South Africa's needs and exports the rest (Richards Bay Industrial Development Zone). Exxaro KZN Sands is involved in the mining, beneficiation and smelting of mineral sands, mainly to produce titanium slag from smelting limonite. Other products include zircon, rutile, leucoxene and low manganese pig iron (Richards Bay Industrial Development Zone).

The population of King Cetshwayo Coastal Zone is located in rural homesteads, urban informal settlements, and formal residential areas (ranging from low to high density). A large proportion of the population is located in the traditional authority areas of uMfolozi, Sokhulu, Dube, Mkhwanazi, Mhlana and Zulu.

Poverty levels are generally high, especially in the traditional authority areas due to low levels of formal employment and low skills levels. The majority of the formally employed population is involved in the agriculture / fishing / forestry sector in uMfolozi and uMlalazi Local Municipalities IDP's and manufacturing sector in uMhlathuze Local Municipality IDP.

SECTOR PLAN	STATUS	DATE
Coastal Management Plan	Adopted	2015/16

#### **C1.12.7 COASTAL MANAGEMENT PRIORITIES AND STRATEGIES**

The situational assessment has outlined some of the issues that the district need to further explore in terms of the state of the district's coastal zone. These priorities will be used towards achieving the vision of the district for the coast. The following priorities were identified:

1. Effective planning for coastal vulnerability to global change (including climate change)
2. Ensuring equitable public access in the coastal zone
3. Managing pollution in the coastal zone
4. Establishing mechanisms for effective compliance and enforcement
5. Integrating the management of estuaries
6. Strengthening awareness, education and training to build capacity
7. Strengthening partnerships for ICM

**Table 17: Coastal Projects**

**PRIORITY 1: EFFECTIVE PLANNING FOR COASTAL VULNERABILITY TO GLOBAL CLIMATE CHANGE (COASTAL EROSION)**

**Objective:**

- Develop regulatory mechanisms (including norms and standards) to facilitate a uniform approach to assess coastal vulnerability and to establish conditions of use in the coastal zone
- Develop appropriate data and decision-support for the identification of vulnerable coast areas to dynamic coastal processes and the effects of global change
- Rehabilitation of areas along the coast that have been adversely effected

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
<ul style="list-style-type: none"> <li>• Ensuring that all planning and decision-making tools applied by all organs of state within the coast zone address coastal vulnerability by taking into account the dynamic nature of our coast, sensitive coastal environments, health and safety of people, illegal structures within coastal public property, and appropriate placement of infra-structure not to compromise investment by the state, as well as the rehabilitation of coastal ecosystems</li> </ul>	<ul style="list-style-type: none"> <li>• Determine and designate coastal set-back lines for King Cetshwayo district coast</li> <li>• Protect and maintain dynamic coastal features that act as a buffer against natural coastal processes and hazards</li> <li>• Determine vulnerable areas and development guidelines in response to dynamic coastal processes</li> <li>• Disaster Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Gazetted coastal set-back lines</li> <li>• Intact natural systems</li> <li>• The Coastal vulnerability index</li> <li>• Documented extent of the climate change induced impacts on the coastal zone</li> <li>• Developmental guidelines</li> <li>• Plans developed</li> </ul>	Ongoing	EDTEA, DEA  EDTEA, Municipalities, SANBI, DEA , Ezemvelo EDTEA, DEA  Municipality, surrounding industries, EDTEA, DEA	EDTEA  Ezemvelo, Municipalities EDTEA, DEA  Municipalities and industry



## PRIORITY 2: ENSURING EQUITABLE PUBLIC ACCESS IN THE COASTAL ZONES

### Objectives:

- Provide a district commitment for the facilitation of safe and equitable access to coastal public property along the King Cetshwayo's coast
- Develop norms and standards to assist local municipalities in carrying out their responsibilities with respect to coastal access
- Provide capacity strengthening mechanisms for local municipalities to effectively implement, maintain and monitor coastal access
- Recognising the importance of access preservation

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
<ul style="list-style-type: none"> <li>• Ensuring that the public has safe and equitable access to coastal public property through the establishment of sufficient coastal access land that is cognisant of the sensitivity of coastal ecosystems, the needs and livelihoods of coastal communities or other socio-economic considerations, as well as the removal of inappropriate and unsafe coastal access points</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a review of access to the coast</li> <li>• Report on the state of coastal access</li> <li>• Identification and protection of traditional resource users and cultural activities</li> <li>• Provide public facilities and infrastructure to meet recreational needs and facilitate resource access by all users</li> </ul>	<ul style="list-style-type: none"> <li>• Review of coastal access provision</li> <li>• Review of restrictions on access to the coastline and modification of these restrictions where necessary</li> <li>• Designated coastal access land</li> <li>• Prevention of inappropriate use of heritage places, control illegal activities</li> <li>• Incorporate strategies into coastal policies</li> <li>• Provision of coastal facilities</li> <li>• Amenity needs assessment of key coastal nodes</li> </ul>	Ongoing	EDTEA, Municipalities	DEA
				DEA	Municipalities
				Municipalities, DEA	Municipalities/ COGTA (MIG funding)

### PRIORITY 3: MANAGEMENT OF POLLUTION IN THE COASTAL ZONE

#### Objectives:

- Establish regulatory mechanisms for waste and wastewater disposal in the coastal zone
- Minimisation of waste and prevention of pollution

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
<ul style="list-style-type: none"> <li>• Ensure the effective management of waste and wastewater into the coastal zone and minimizing adverse effects on the health of coastal communities, and on coastal ecosystems and their ability to support the sustainable uses of coastal resources in a manner that is socially, economically and ecologically justifiable</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that new developments carry out necessary preventative measures to minimise the chances and effects of pollution events</li> <li>• The District Municipality must sustain the coast waste clean-up programmes</li> <li>• Design and implement an integrated pollution monitoring system for the coast, based on existing monitoring structures and also taking into consideration the integrated estuarine monitoring programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Pollution specific conditions incorporated into coastal development approvals</li> <li>• The ongoing Working for the Coast initiatives</li> <li>• Development of pollution monitoring system</li> <li>• Implement and adopt a beach cleaning programme</li> <li>• Integration and coordination of monitoring activities</li> </ul>	Ongoing	DWA, DEA	DEA
			Ongoing	Municipalities, DEA, DWA	
			Ongoing	DEA,EDTEA, SANBI, Municipalities, DWA	

#### PRIORITY 4: ESTABLISHING MECHANISMS FOR EFFECTIVE COMPLIANCE AND ENFORCEMENT

##### Objectives:

- Establish coastal monitoring and reporting systems to inform decision making
- Establish the mechanisms for effective compliance and enforcement

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
<ul style="list-style-type: none"> <li>• Establish a committed compliance and enforcement system for coastal management in alignment with related laws and policies, and inclusive of cooperation and coordination between organs of state with enforcement responsibilities and NGO with appropriate capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders viewed inadequate compliance and enforcement systems as one of the main shortcomings for the effective implementation of the ICM Act, primarily attributed to lack of capacity, as well as lack of coordination and collaboration between the various responsible authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Standardised reporting templates for compliance and enforcement</li> <li>• Reporting under the ICM Act.</li> <li>• Develop a National strategy for oceans and coast compliance and enforcement.</li> <li>• Develop regulations for the appointment and functioning of vulnerable coastal officers under the ICM Act (e.g. involving local communities)</li> <li>• Establish internal work plans to utilise Working for the Coast to strengthen compliance and enforcement in the coastal zone</li> </ul>	Ongoing	DWA, DEA	DEA
			Ongoing	Municipalities, DEA, DWA	
			Ongoing	DEA, EDTEA, SANBI, Municipalities, DWA	

## PRIORITY 5: INTEGRATING THE MANAGEMENT OF ESTUARIES

### Objective:

- Develop and implement an estuarine management protocol, including individual estuary management plans that are tailored to suit the current and future requirements including social, economic and ecological considerations.
- Establish appropriate institutional mechanisms for estuarine management to facilitate dialogue, collaboration, development and implementation of Estuarine Management Plans

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
<ul style="list-style-type: none"> <li>• Ensure that all estuaries along the King Cetshwayo coast are managed in an integrated, holistic manner in accordance with the National Estuarine Management Protocol and the extent to which activities within estuaries are consistent with the other key priorities for coastal management</li> </ul>	<ul style="list-style-type: none"> <li>• Compile inventory of all estuaries, including an assessment of current and future threats, and information gaps</li> <li>• Undertake strategy session to assess and prioritise estuaries</li> <li>• Establishment of estuarine monitoring programme</li> </ul>	<ul style="list-style-type: none"> <li>• High quality GIS database, including the maps and aerial photography</li> <li>• List of priority estuaries and associated management needs</li> <li>• Estuarine database containing regularly updated aerial photography, water quality data, mouth state data, catchment, biological data and alien invasive plant coverage.</li> </ul>	Ongoing	DEA, EDTEA, Municipalities, Research Institutions	DEA, EDTEA.

# **PRIORITY 6: STRENGTHENING AWARENESS, EDUCATION AND TRAINING TO BUILD CAPACITY**

## **Objectives:**

- Develop enabling mechanisms for the effective implementation of coastal awareness and education for the King Cetshwayo district, including empowerment of coastal communities
- Develop enabling mechanisms for effective training to build capacity in coastal management in King Cetshwayo district

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
<ul style="list-style-type: none"> <li>• Ensuring that the general public and decision-makers are appropriately aware, educated and trained, where applicable, so as to be able to take collective responsibility for managing and protecting the coastal environment in a manner that is socially, economically and ecologically justifiable</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a training and capacity building programme for coastal managers, officials and councillors</li> <li>• Coastal Spatial data to be collected on a regular basis</li> <li>• Identify and facilitate an effective network of environmental learning centres</li> <li>• Improve ecosystem functioning through education and public awareness programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops attended</li> <li>• Feedback from implementation efforts</li> <li>• Aerial surveys undertaken</li> <li>• Remote Sensing undertaken</li> <li>• Operational network</li> <li>• Effective sharing of information</li> <li>• Co-ordinated research initiatives</li> <li>• Education and public awareness raising programme developed and implemented</li> </ul>	Every year for 5 years	DEA, EDTEA	DEA
			On going	Municipality, DEA  CSIR, Universities, EDTEA, DoE	DEA  EDTEA, KZN DoE, DEA

## PRIORITY 7: STRENGTHENING PARTNERSHIPS FOR ICM

### Objectives:

- Develop enabling mechanisms for the effective implementation of coastal awareness and education for the King Cetshwayo district, including empowerment of coastal communities
- Develop enabling mechanisms for effective training to build capacity in coastal management in King Cetshwayo district

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
<ul style="list-style-type: none"> <li>• Ensuring that institutional partnerships and mechanisms for ICM are established amongst all sectors and spheres of government, the private sector and civil society in a collaborative, problem-solving and consensus-building manner that promotes dialogue, cooperation, coordination and integration</li> </ul>	<ul style="list-style-type: none"> <li>• Develop guidelines for the establishment of coastal committees including the formalisation of powers and representation</li> <li>• Incorporation of coastal management strategies into other forums and strategies</li> <li>• Develop Strategy for engaging coastal traditional councils in management</li> <li>• Establish formal agreements with coastal traditional councils towards the implementation of the ICM Act</li> </ul>	<ul style="list-style-type: none"> <li>• Updated Terms of Reference for the Municipal Coastal Committees</li> <li>• Quarterly meetings attendance by traditional councils representatives</li> <li>• Workshop with Traditional Councils on Coastal Management</li> </ul>	Ongoing	EDTEA, KZN DoE, DEA	EDTEA, DEA

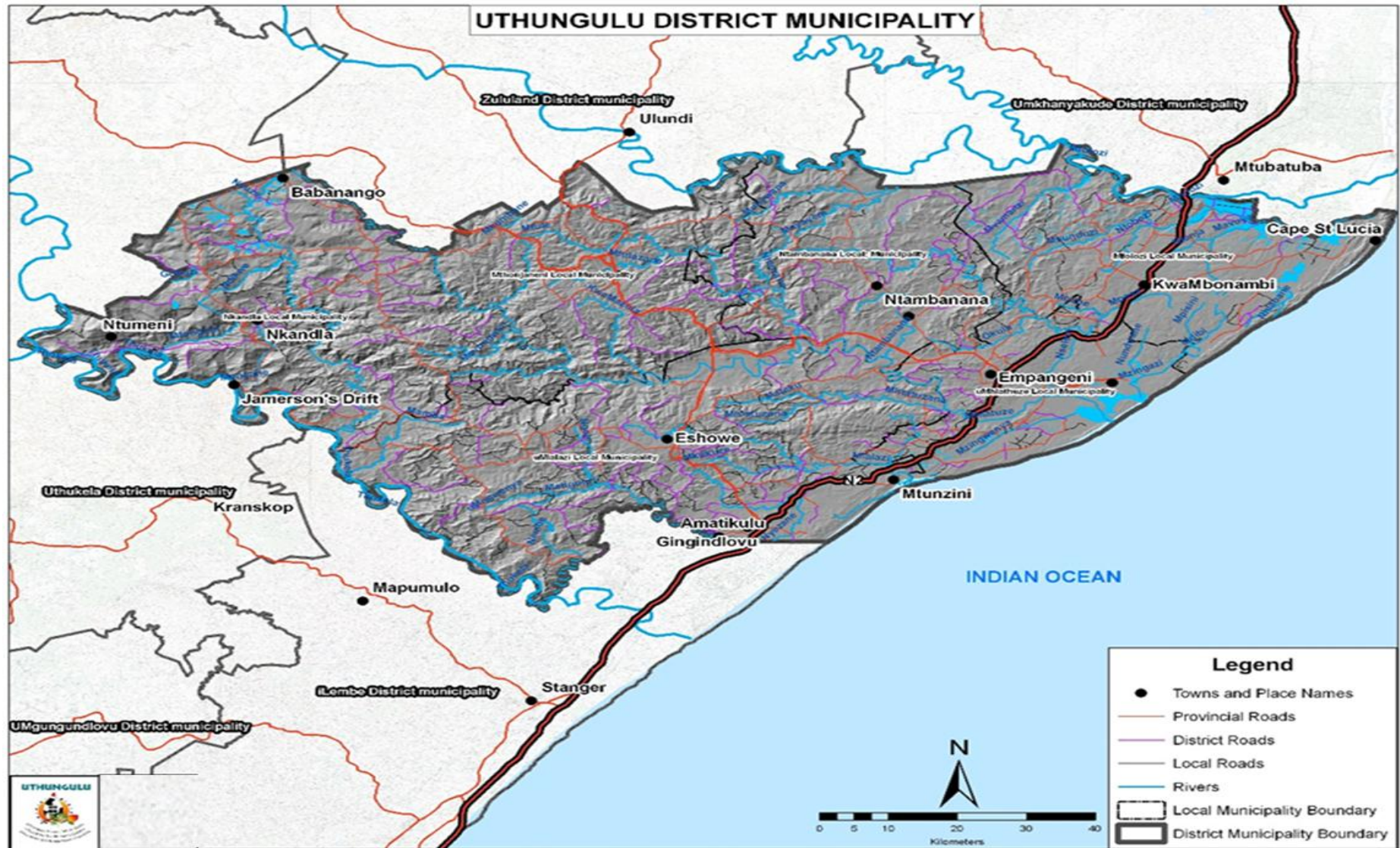
#### **C1.12.7 TOPOGRAPHY**

Topography of the King Cetshwayo District extends from the flat coastal plains to inland hilly areas and steep valleys. The flat coastal region comprises of the Natal Coastal Belt and Zululand Coastal Plain with altitudes ranging from sea level to 450 metres. Inland adjacent to the coastal belt, the Lowveld of Zululand to the north east and the Eshowe Block to the west are characterized by hilly topography with altitudes increasing to 900 metres. The terrain becomes more extreme towards the north-west, and in places, the area is characterized by steeply incised valleys with altitudes between 900 and 1 400 metres (EKZNW, 2014).

The highly variable topography characteristic of the District creates a biophysical habitat and micro-climatic conditions which support a variety of biodiversity. North facing slopes are generally warmer and drier, supporting habitat types such as grasslands. South facing slopes, escarpments and sheltered kloofs on the other hand tends to be cooler and wetter, commonly providing conditions favorable for supporting indigenous forest (EKZNW, 2014).

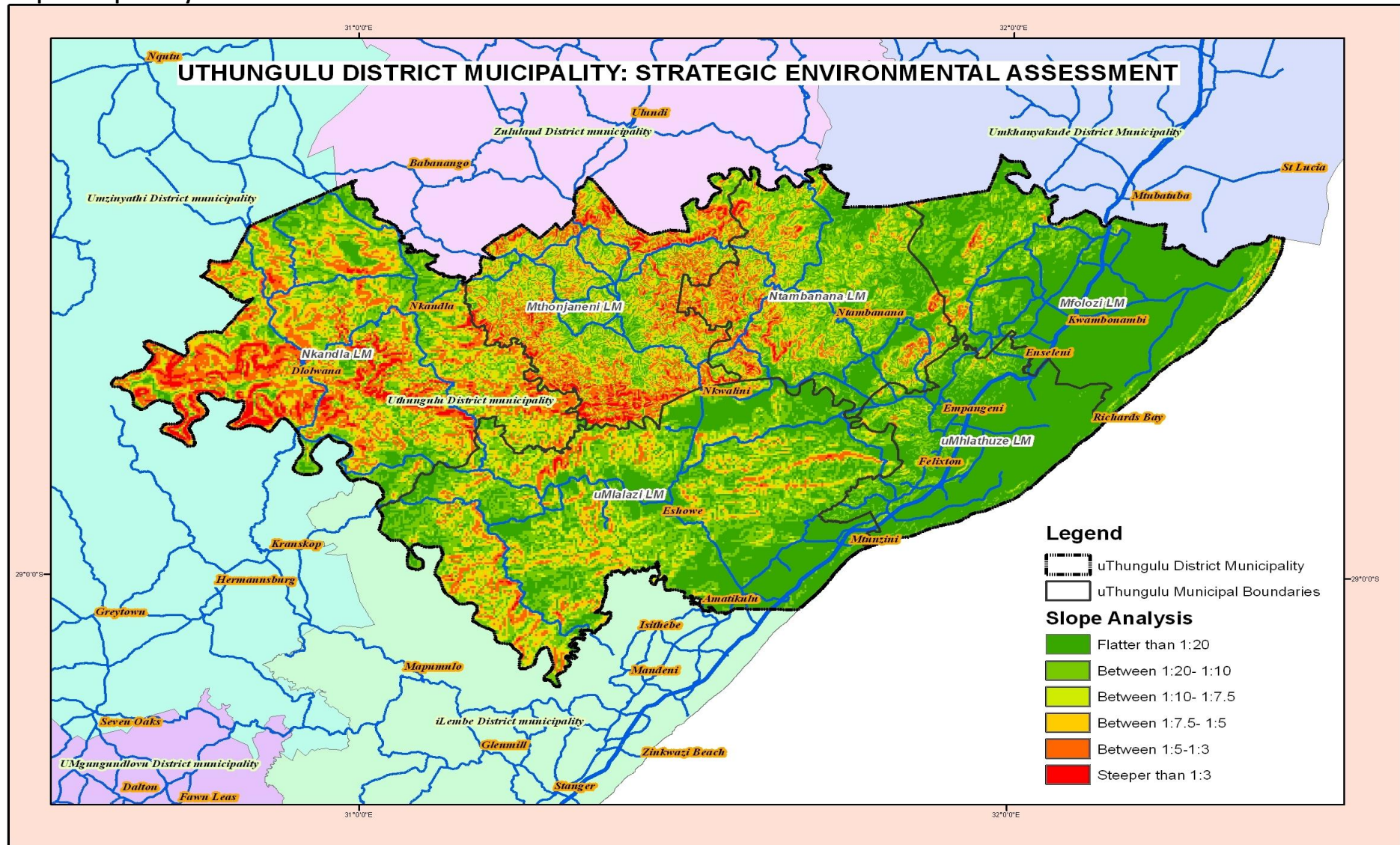


Map 16: Topography DEM

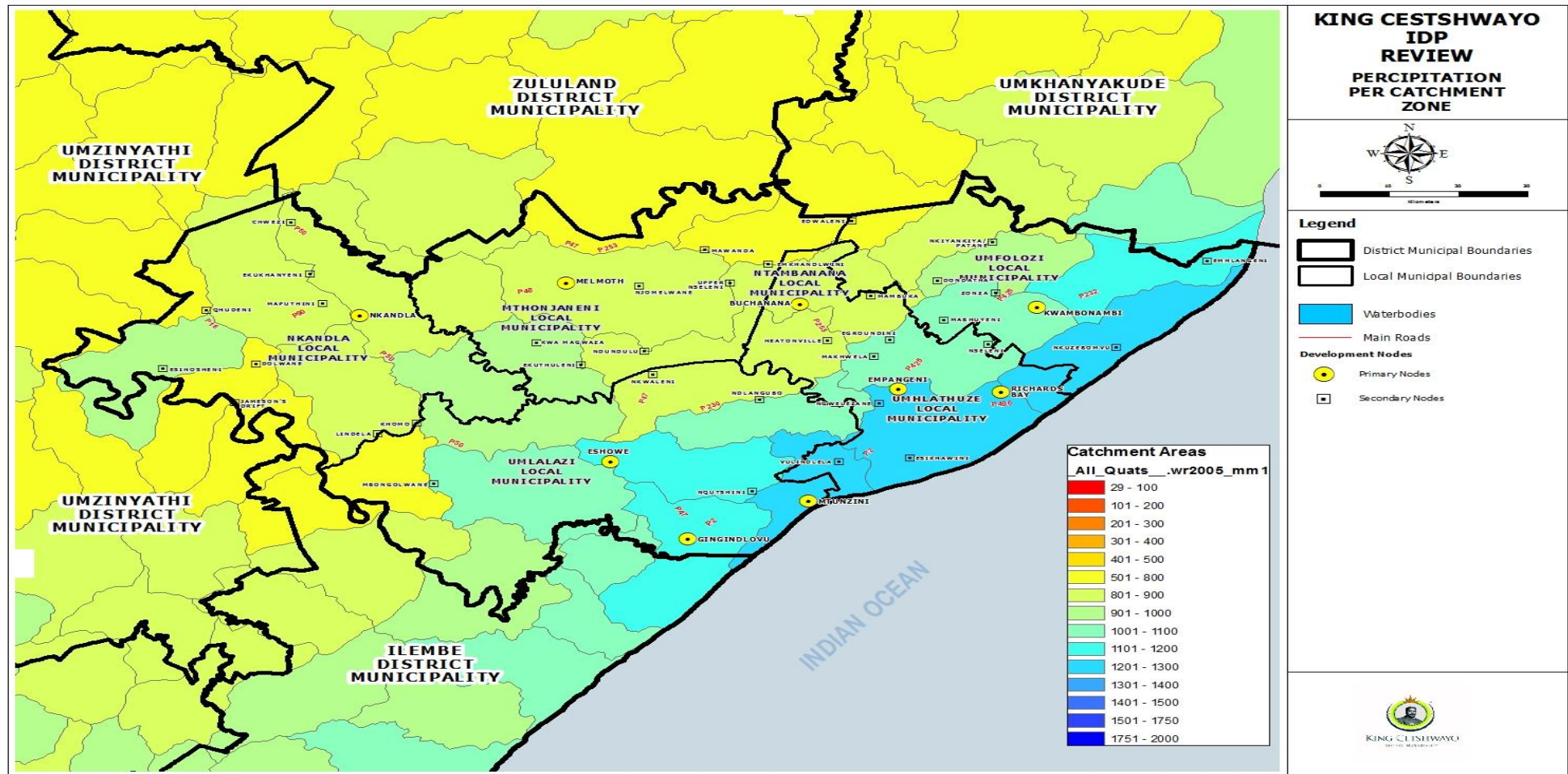




Map 17: Slope Analysis



Map 18: Precipitation per Catchment Zone



### C1.12.8 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

The wide variety of ecosystems and habitats in the district allows for high levels of biodiversity. According to the KwaZulu-Natal Conservation-Plan, some areas have especially high conservation value with an irreplaceability value of 1 (the area is totally irreplaceable) due to the presence of endemic species. The King Cetshwayo District Municipality has developed and adopted a Strategic Environmental Assessment simultaneously with its Spatial Development Framework (SDF) to ensure that these unique environmental features are appropriately considered within the context of sustainable development in its area of jurisdiction. This was to ensure that that environmental sustainability aspect is considered in the Integrated Development Plan and the Spatial Development Framework of the municipality.

SECTOR PLAN	STATUS	DATE APPROVED	REFERENCE
Strategic Environmental Assessment (SEA)	Adopted	24 February 2016	KCDMC2821/2016

The following six key strategic objectives have been identified in the District Strategic Environmental Assessment Report:

- Objective 1:** To maintain and enhance the quality of all water sources in the district.
- Objective 2:** To maintain and promote the biodiversity of the district, both in terms of ecosystem integrity and species diversity.
- Objective 3:** To protect the landscape and soil integrity of the district
- Objective 4:** To support sustainable economic development programmes aimed at the alleviation of unemployment and poverty
- Objective 5:** To protect and manage all types of heritage resources within the district as an important physical and eco-tourism asset.
- Objective 6:** To improve the living conditions and quality of life of residents of the KCDM

For each of the abovementioned objectives a detail table has been developed containing specific Indicators and Targets which has been aligned with the King Cetshwayo District Growth and Development Plan

One of the components of the SEA is to identify spatial management zones which signify areas of particular environmental or ecological significance and which may require special attention during the process of implementing the district SDF. A number of factors were identified which, in combination, will contribute to a specific level of sensitivity at any particular location. The key variables for which information is generally available at a similar level of detail and scale across the entire study include the following:

- Slopes
- Susceptibility of soils for erosion
- Presence of swelling clays
- Vegetation/Habitat type and sensitivities associated with habitat types
- Perennial and non-perennial rivers and streams
- Pans and dams
- Heritage sites



- Wetlands
- CBA categories
- Existing conservation areas
- Proposed conservation areas

The result of the spatial analysis which emanated into the Districts Development Sensitivity Map is depicted below. It is important to take cognisance of the fact that the Development Sensitivity includes other information that might impact on development over and above environmental sensitivity. The three broad development sensitivity categories are briefly described below:

**Category 1: High Development Sensitivity**

These areas should preferably not be further developed due to its either environmental sensitivity or due to its agricultural potential. The only development that could be promoted in these areas should be either to maximise the area's agricultural potential or tourism development taking the environmental sensitivity of the area into account.

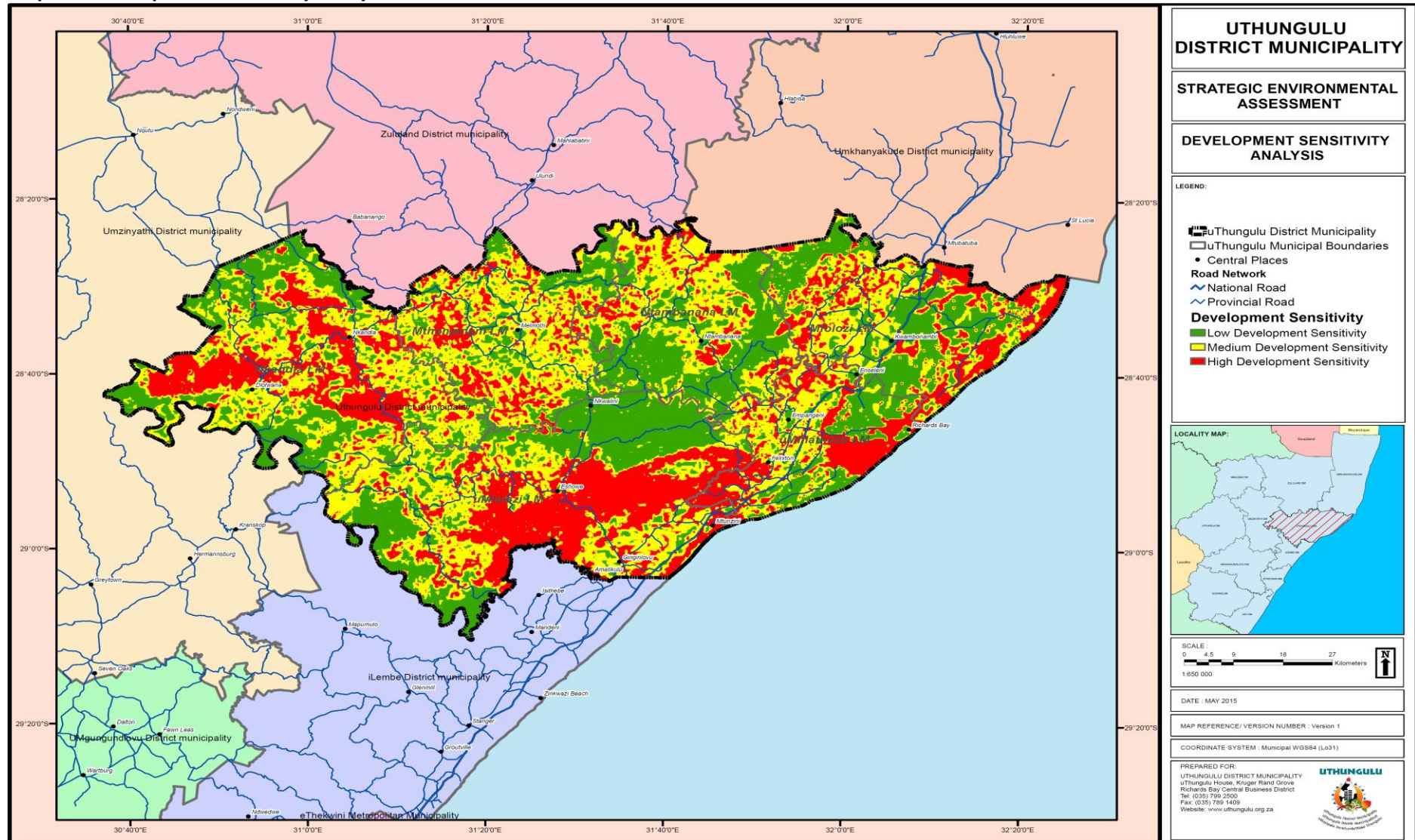
**Category 2: Medium Development Sensitivity**

Should the need arise for development within this category it should be done carefully to ensure that it does not impede on any environmental sensitive aspects of the area as well as its agricultural potential.

**Category 3: Low Development Sensitivity**

Development proposal should largely be focused on this category as it does not hold significant value from either an environmental or agricultural potential point of view. Downstream impacts of developments should however be considered as it could have negative results for areas with higher development sensitivity.

Map 19: Development Sensitivity Analysis



### C1.12.9 CLIMATE CHANGE

The climatic conditions of the district are very diverse due to the topography, which plays a major role in modifying rainfall and temperature. Mean annual rainfall decreases from an average 1200 - 1400mm along the coastal region to an average of 650mm inland. Similarly mean annual temperatures decrease varies from 21 degrees Celsius along the coast to 16 degrees Celsius inland.

The western portion of the study area lies within the Thukela catchments. The steepness and highly dissected nature of the topography result in small fast flowing watercourses, many of which are seasonal. The remainder of the study area lies within a large primary catchment with major rivers that run through it, namely:

Amatigulu River	Mhlatuze River
uMlalazi River	Mfule River
Nyalazi River	Mzingwenya River

The area also has a number of wetlands, the most notable being Lake Cubhu and the Greater Mhlatuze Wetland System to the south of Richards Bay at Esikhaleni. The Phobane Dam on the Mhlatuze River is the only major dam in the area. This dam is used to regulate the flow in the lower reaches of the Mhlatuze River in order to ensure adequate flow to supply agricultural irrigation needs (sugarcane, citrus and cotton are the major crops in the area), industrial requirements (Richards Bay, Empangeni and the recently commenced Ticor Heavy Mineral mining operations at Hillendale) as well as for domestic needs.

King Cetshwayo District Municipality is addressing climate change with the following adaptation and mitigation measures:

#### ● ADAPTATION MEASURES:

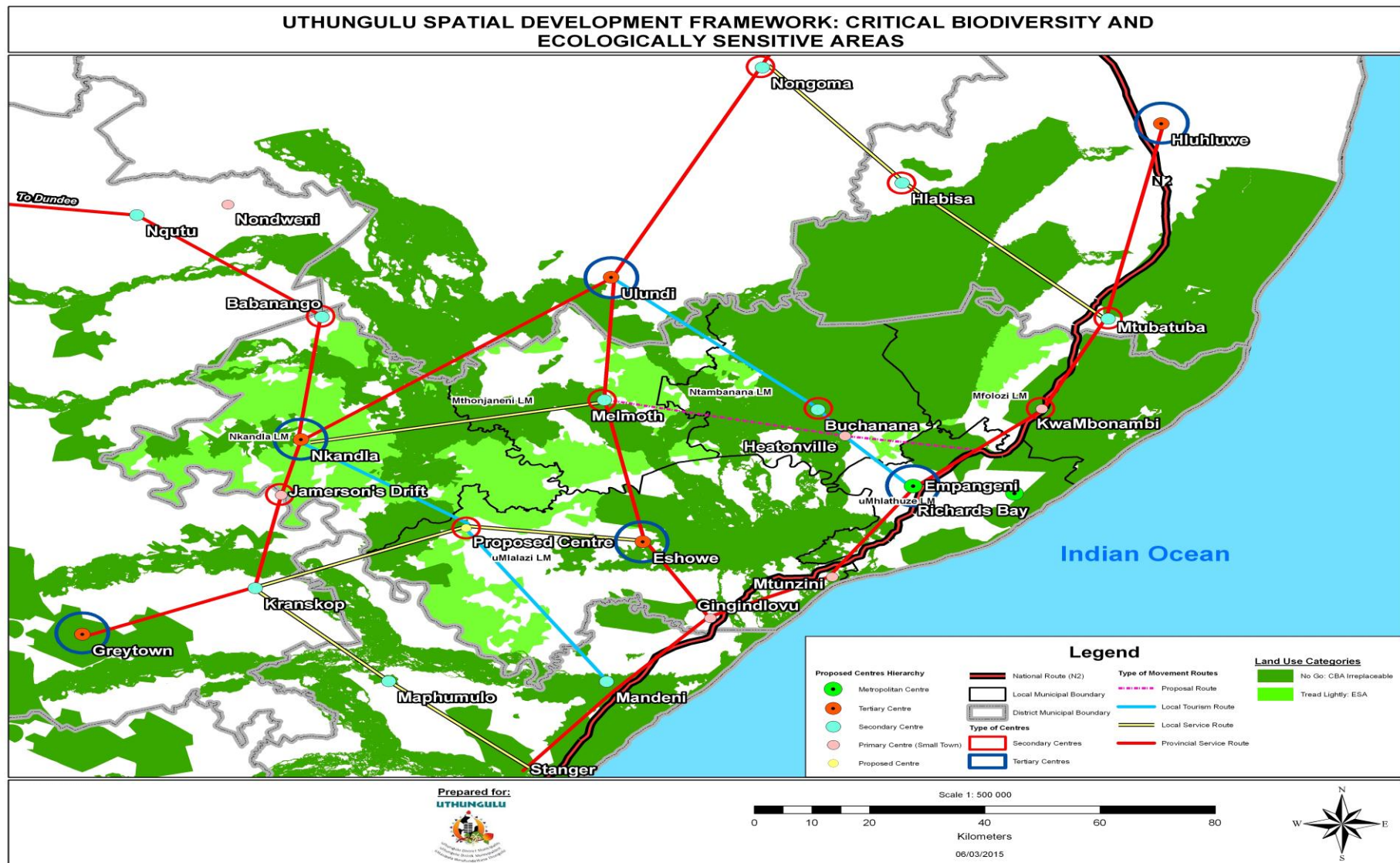
- An King Cetshwayo District Round Table discussion was held between Kwanaloga and King Cetshwayo Family of Municipalities on 16 February 2011 at King Cetshwayo Municipal Offices to discuss the recommendations and implementation measures as a result of the Kwanaloga Summit on Rural Development & Climate Change.
- Climate Change issues are addressed during the Review of the following Sector Plans of King Cetshwayo IDP:
  - Review of King Cetshwayo Agricultural Development Plan;
  - Review of King Cetshwayo Coastal Management Programme;
  - Current review of King Cetshwayo Spatial Development Framework;
  - Current review of King Cetshwayo Strategic Environmental Assessment (SEA);
  - Review of King Cetshwayo Disaster Management Plan;
- Climate Change is a standing item on the agenda of King Cetshwayo Coastal Working Group.

● **MITIGATION MEASURES:**

- With the assistance of the KZN Department of Transport, an Integrated Rapid Public Transport Network (IRPTN) Plan is currently being prepared to ensure the effective and efficient functioning of public transport within King Cetshwayo district. By promoting public transport the carbon footprint of King Cetshwayo district will be reduced.
- When the Energy Sector Plan will be reviewed, climate change mitigation measures will be consider

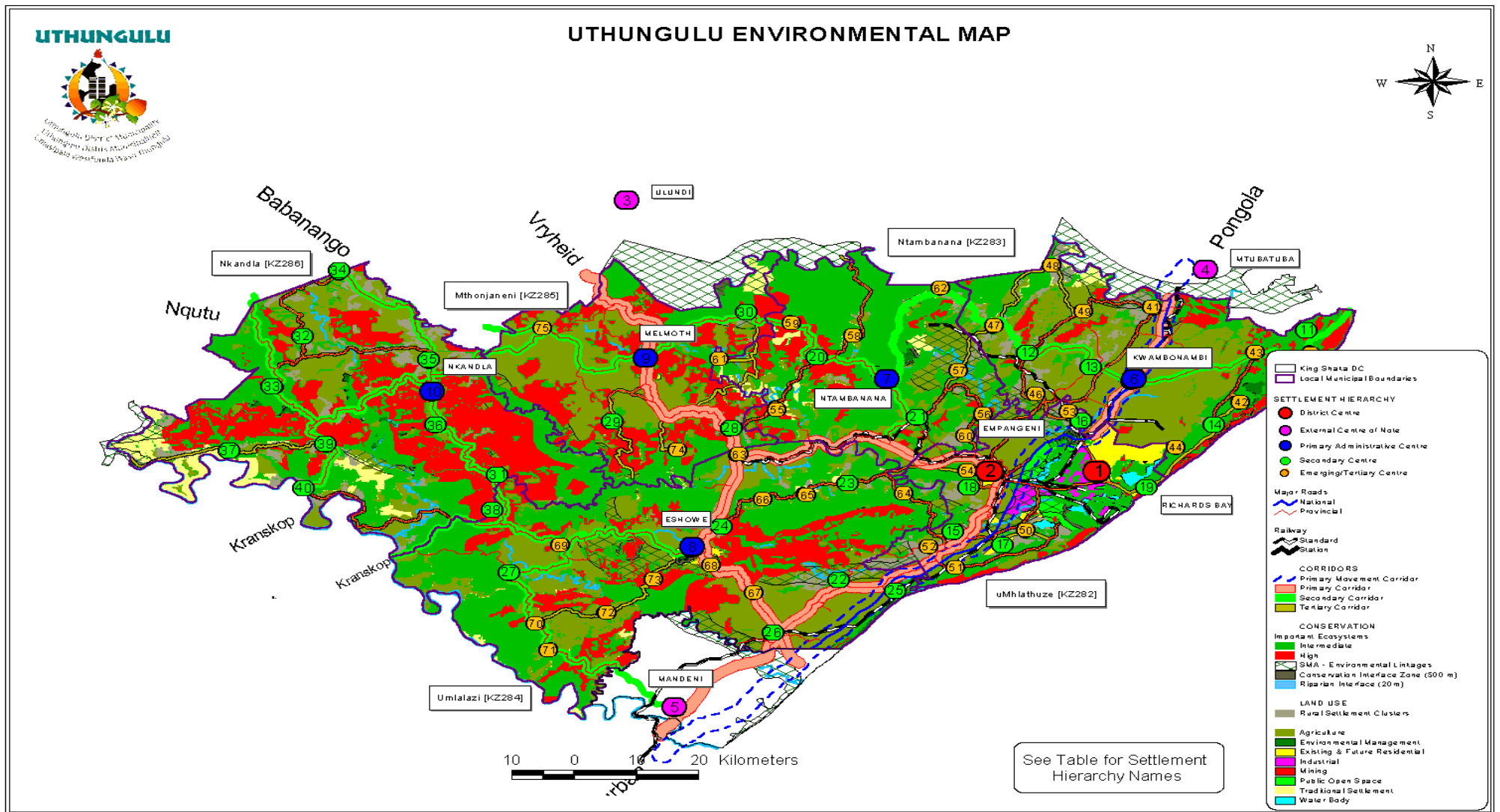


Map 20: Critical Biodiversity and Ecologically Sensitive Areas





Map 21: King Cetshwayo Environmental Map



## C1.13 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

### ● STRENGTH/ OPPORTUNITIES

- Decreasing population growth rates implying reduced impact on ecological systems (Nkandla, uMlalazi & Mthonjaneni)
- Opportunities to decrease adult illiteracy through the provision of adult basic education and training services and facilities, especially in rural parts of the district.
- A complex topography (rolling hills and mountains) across large sections of the district has an aesthetic appeal and holds considerable tourism development potential.
- Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large number of species. It also acts as important water catchment areas.
- All areas steeper than 18 degrees should be excluded from development. This will not only protect slopes from erosion and landslide risk, but will ensure that ridges will function as dispersal/habitat corridors.
- Opportunities for further mineral development may be explored.
- The district has some areas with naturally fertile soil and soils of favorable structure, which should be conserved. Sustainable agricultural practices that reduce leaching, erosion, compaction and loss of soil structure, should be promoted
- Establishment of hedgerows of indigenous plants should be encouraged in all areas susceptible to wind erosion. Also, crop and grain farmers in areas susceptible to wind erosion, should be encouraged to adopt agroforestry principles which aims to reduce wind erosion in cultivated fields.
- Many areas in the district possess soil which is suitable for earth construction e.g. adobe or cob housing/building construction. Sustainable earth construction should be promoted by the municipalities
- Surface water availability is a competitive advantage of the King Cetshwayo district. Water should be utilized optimally in a sustainable manner to grow the agricultural, tourism and manufacturing industries.
- The practice of aquaculture should be promoted as an important tool in food security and job creation.
- Wetlands should be protected, and degraded wetlands should be rehabilitated as a priority measure to improve water quality, water flow regulation and habitat provision at a regional scale.
- Water resources should be optimally used to stimulate the tourism industry and to expand recreation opportunities to local people, however, the following guidelines should be enforced:
  - Department of Water Affairs and Forestry Recreational Water Use Manual, Guideline for Methodology for Determining Carrying Capacity (2006), and Water Resource Safety Guidelines for Recreational Water Use (2007).
  - Draft Regulations for the Use of water for Recreational Purposes generally and in respect of a government waterworks and surrounding state-owned land (Government Gazette 29413, Notice 1188), 1 December 2006.

- The King Cetshwayo area has a large reservoir of high quality groundwater which may be developed to the benefit of local communities and economic development.
- Tree planting initiatives should be initiated in all settlement areas for shading purposes to reduce heat stress during summer months.
- Community forestry initiatives should be implemented to enable carbon sequestration and to benefit from carbon trading programs.
- The air quality across most of the King Cetshwayo area is relatively good, and this may serve as a positive aspect in place marketing efforts, and increase tourism competitiveness of the area.
- Medicinal plants could be cultivated to generate income to local rural people, and to improve the health of the general public.
- Community forestry, urban agriculture and agroforestry should be promoted
- Carbon trading initiatives should be considered as a method of income generation while protecting the biophysical environment at the same time.
- Ecotourism opportunities should be utilized since ecotourism is an important conservation vehicle, especially to conserve animal species. The King Cetshwayo area does have significant potential for further ecotourism.
- In cattle grazing areas where the ecology are still relatively intact, combined cattle and wildlife farming could be promoted.
- All opportunities to link remaining habitat fragments with dispersal corridors, or to link different dispersal corridors with each other, should be utilized.
- No development should be tolerated within the 1:100 year floodline, or on slopes steeper than 18 degrees. This will not only reduce flood risk, but will enable riparian areas to function as dispersal corridors as well.
- High annual rainfall and good drainage pose a variety of high return land use opportunities, especially in agriculture and ecotourism.
- The King Cetshwayo area has fewer water related constraints to land use options compared to most of the rest of the country, which could be used as a competitive advantage.
- Land-use decisions should include visual and broader aesthetic considerations to support further tourism development.
- Agricultural sector to contribute to the feeding schemes at schools.

#### ● **WEAKNESS/THREATS**

- High population densities without basic services.
- Impact of HIV/AIDS on population structure
- Gender imbalances, especially in rural parts of the district
- Availability of and access to education facilities for large proportion of population of school going age.
- The very large proportion of adult illiterate population in the district limits the economic development potential and successful implementation of LED strategies in the district.
- Low illiteracy levels imply that the transfer of knowledge and skills relating to more environmental sustainable livelihood practices may be compromised.

- Very limited proportion of population with tertiary education who can assist in the implementation of new sustainable technologies and strategies in the district.
- Steep topography causes accelerated erosion therefore erosion control measures should be intensified in these areas by means of intense agricultural interventions (including agricultural extension programs and facilitation of transformation to sustainable agriculture).
- Mountainous areas increase the cost of infrastructure provision, especially in the case of roads. This can contribute to geographic isolation or at least a significant increase in travel friction and increased transportation cost.
- Geochemical health risks may affect sensitive individuals in some areas.
- Gully formation (due to soil erosion) progressed to an advanced state across the district. Gully rehabilitation efforts should be implemented as a matter of urgency.
- The ecological reserve of all riparian areas should be strictly maintained, therefore over-abstraction should be avoided.
- Water pollution should be controlled to maintain water quality at an acceptable level.
- Over-abstraction should be avoided.
- Placement or positioning of potentially polluting activities of infrastructure, especially waste disposal sites and cemeteries and settlement areas, should carefully analyse geo-hydrological conditions during site selection.
- The effect of global warming on aspects such as rainfall and temperatures.
- Proper planning for more intense and more frequent droughts and floods should be made.
- Indoor air pollution is likely to stay problematic because of the proportion of households without electricity.
- Air quality in the Richards Bay area poses a risk to the tourism potential for the area.
- Large surface areas have deteriorated beyond the point of viable restoration.
- Alien invasive plants are well established in the area, and should be strictly controlled.
- Parasites hosted by domestic animals may spread to local wildlife populations, and vice versa.
- Limited budget for conservation is a serious problem regarding wildlife conservation in the area.
- Land availability will continue to act as a major constraint to conservation.
- Illegal hunting or poaching may cause severe pressure on protected areas, therefore should be strictly controlled.
- Land invasion cause the destruction of remaining habitat patches of land which has been subjected to low intensity use, therefore should be prevented.
- A low surface area per capita ratio limits the potential of land-driven growth.
- Land degradation caused by historic and recent land uses reduced land use potential significantly.
- Lack of coordination in the agricultural sector
- Land reform programme has resulted in a serious threat to sustainable agriculture
- Large areas of productive land are lying fallow in traditional council areas

- Commercial agriculture and with it, food production, is under serious threat in King Cetshwayo
- There is disjointed fresh produce marketing in King Cetshwayo
- Processed foodstuffs are largely imported into King Cetshwayo
- There are serious limitations to production due to limitations associated with input logistics (infrastructure)
- There are limitations on skills and expertise among food security household producers and emerging farmers as well as commercial farmers needing to adapt to changing conditions

## **C1.14 DISASTER MANAGEMENT**

### **C1.14.1 VISION & MISSION: DISASTER RISK MANAGEMENT**

Aligned with the National approach to disaster risk management, King Cetshwayo District acknowledges that disaster risk management is '*everybody's business*' in the district and not only limited to government or government officials. The public and private sectors must work together to build a resilient district.

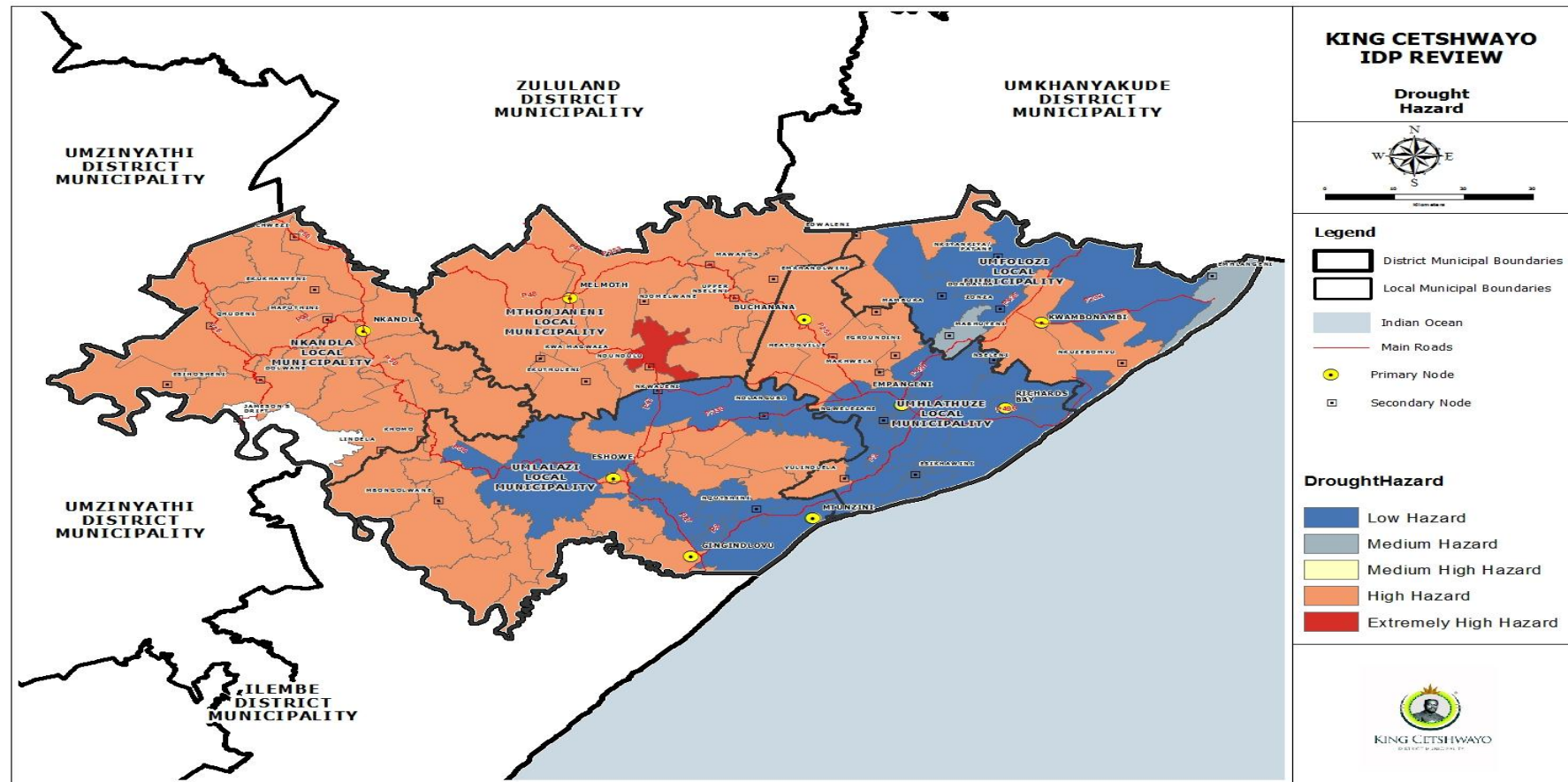
#### **● VISION FOR DISASTER RISK MANAGEMENT**

King Cetshwayo District Municipality's vision is to ensure a safe and healthy environment, socially and economically, by building informed and resilient towns and communities in King Cetshwayo District Municipality.

#### **● MISSION STATEMENT FOR DISASTER RISK MANAGEMENT**

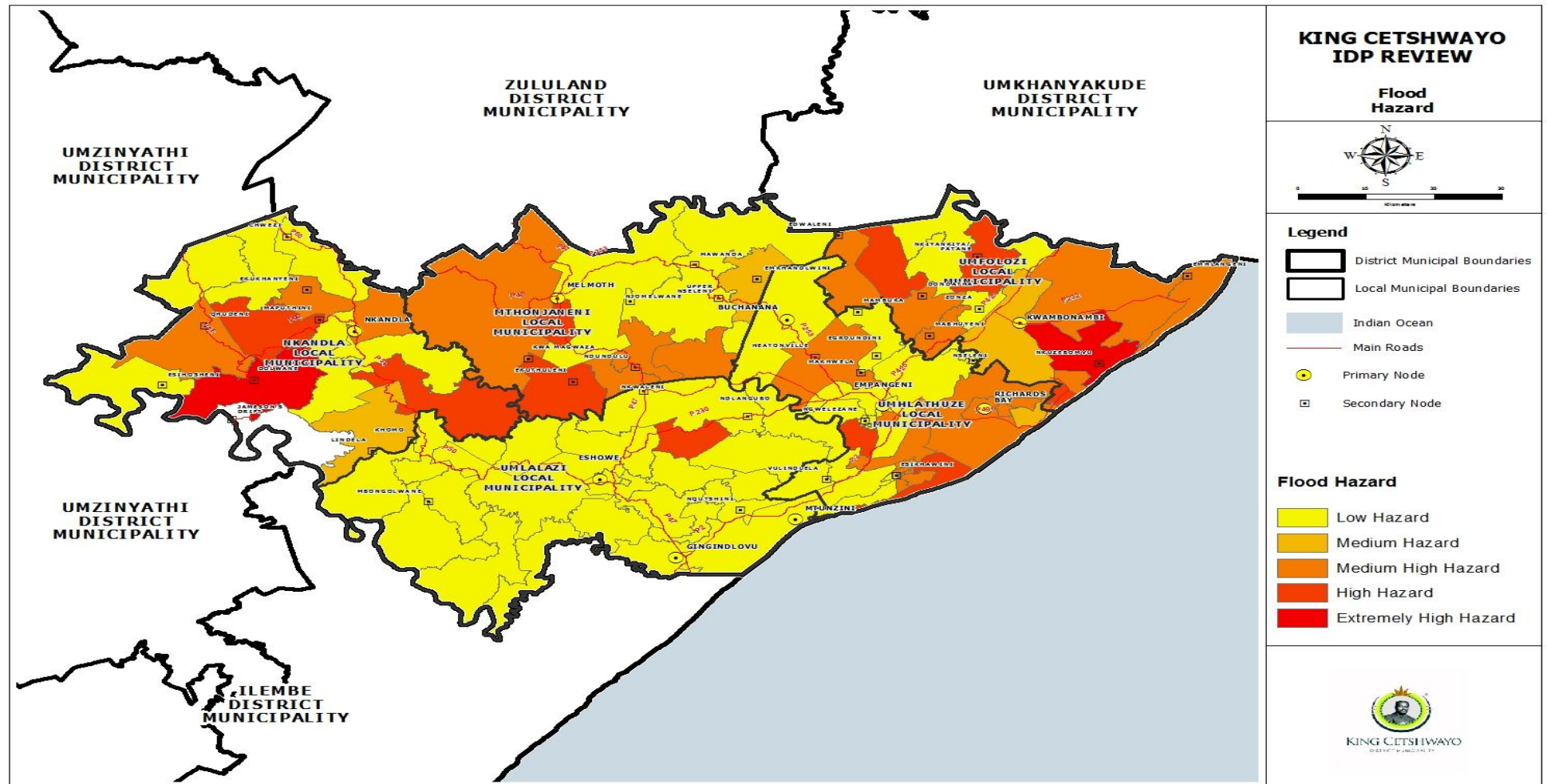
King Cetshwayo District Municipality's mission is to develop and implement holistic and integrated planning and practice in a cost-effective and participatory manner to reduce vulnerabilities and build resilient communities through sustainable development and service delivery.

Map 22: Drought Risk



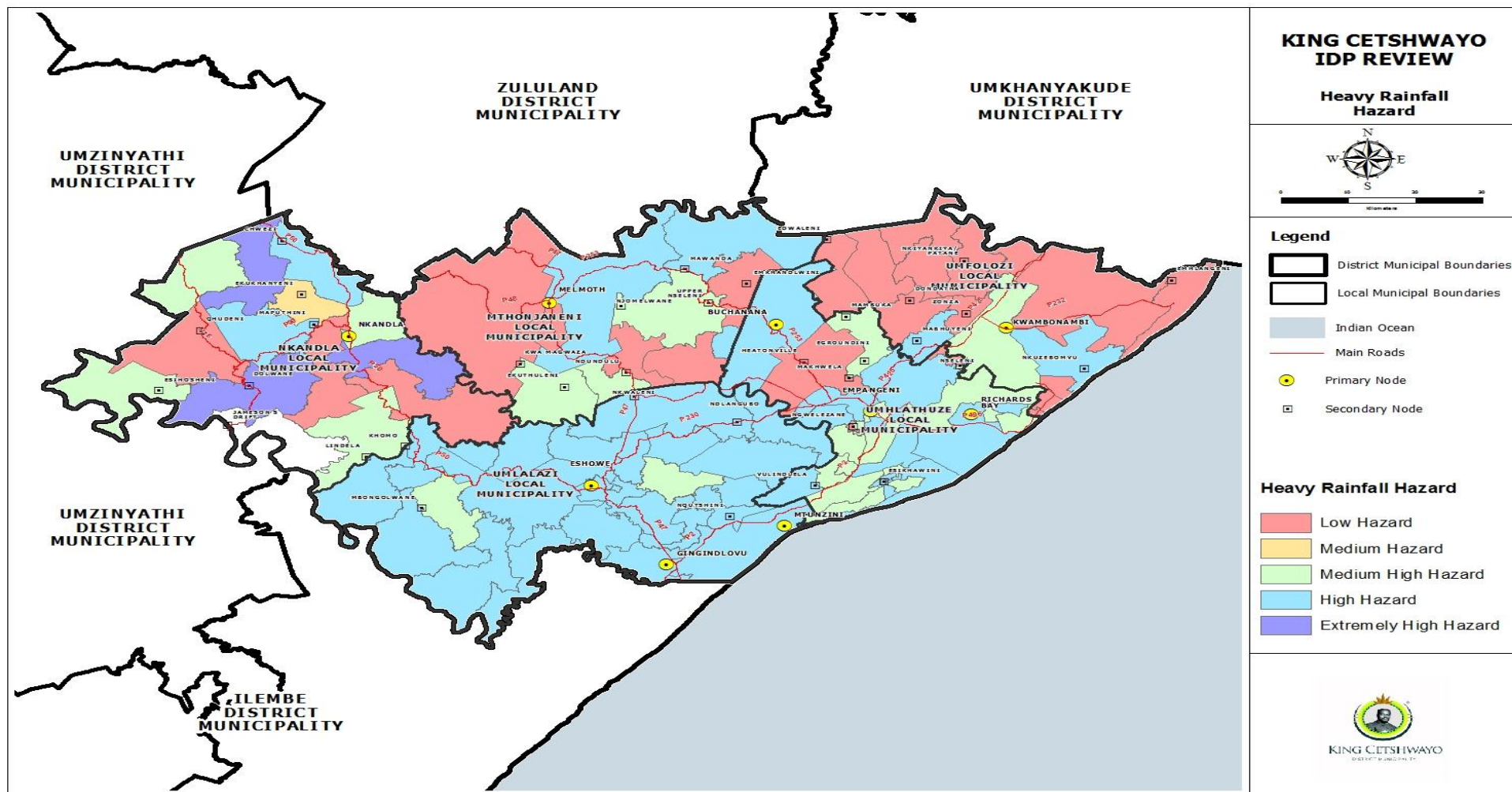


Map 23: Flood Risks

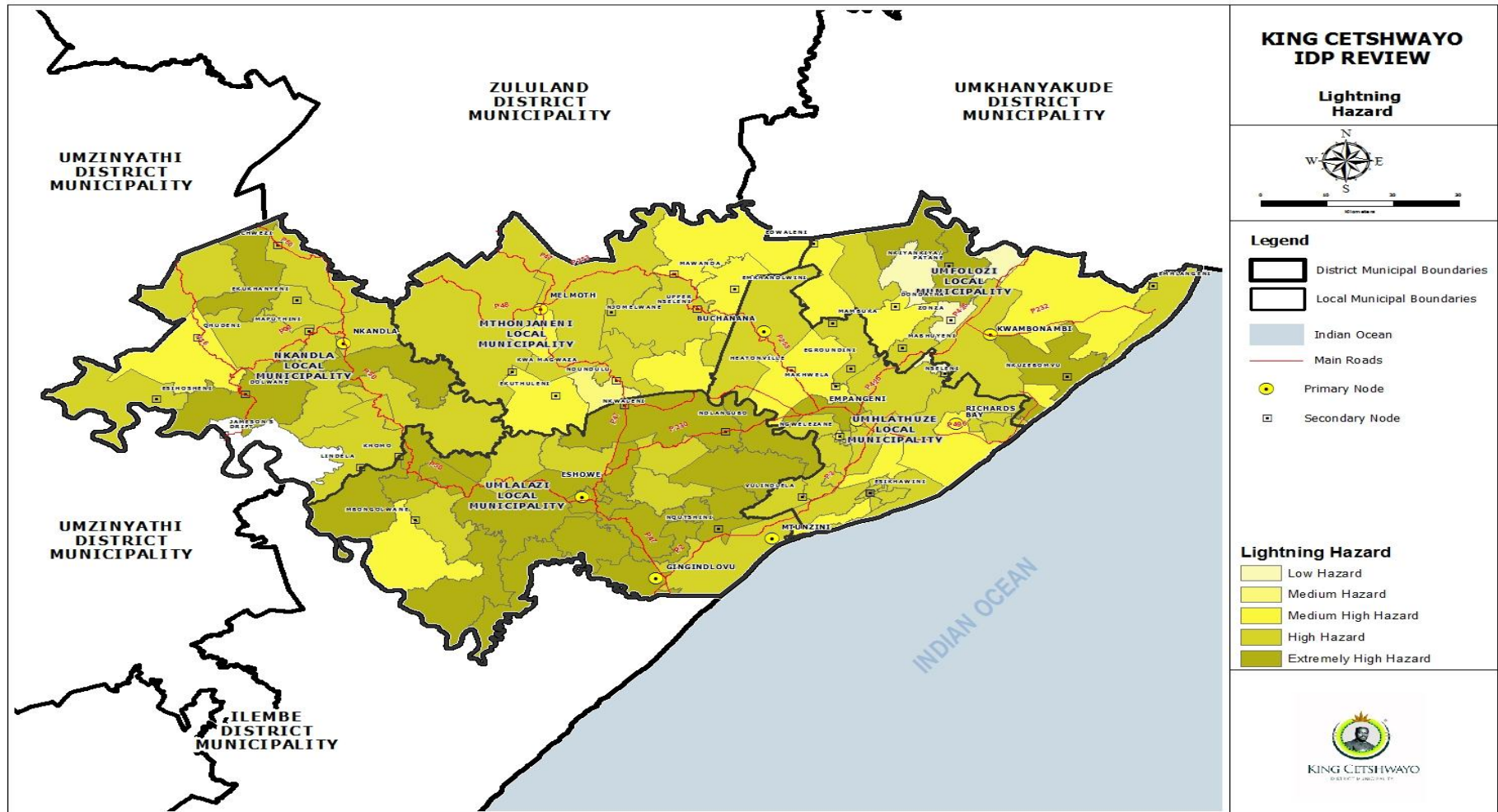




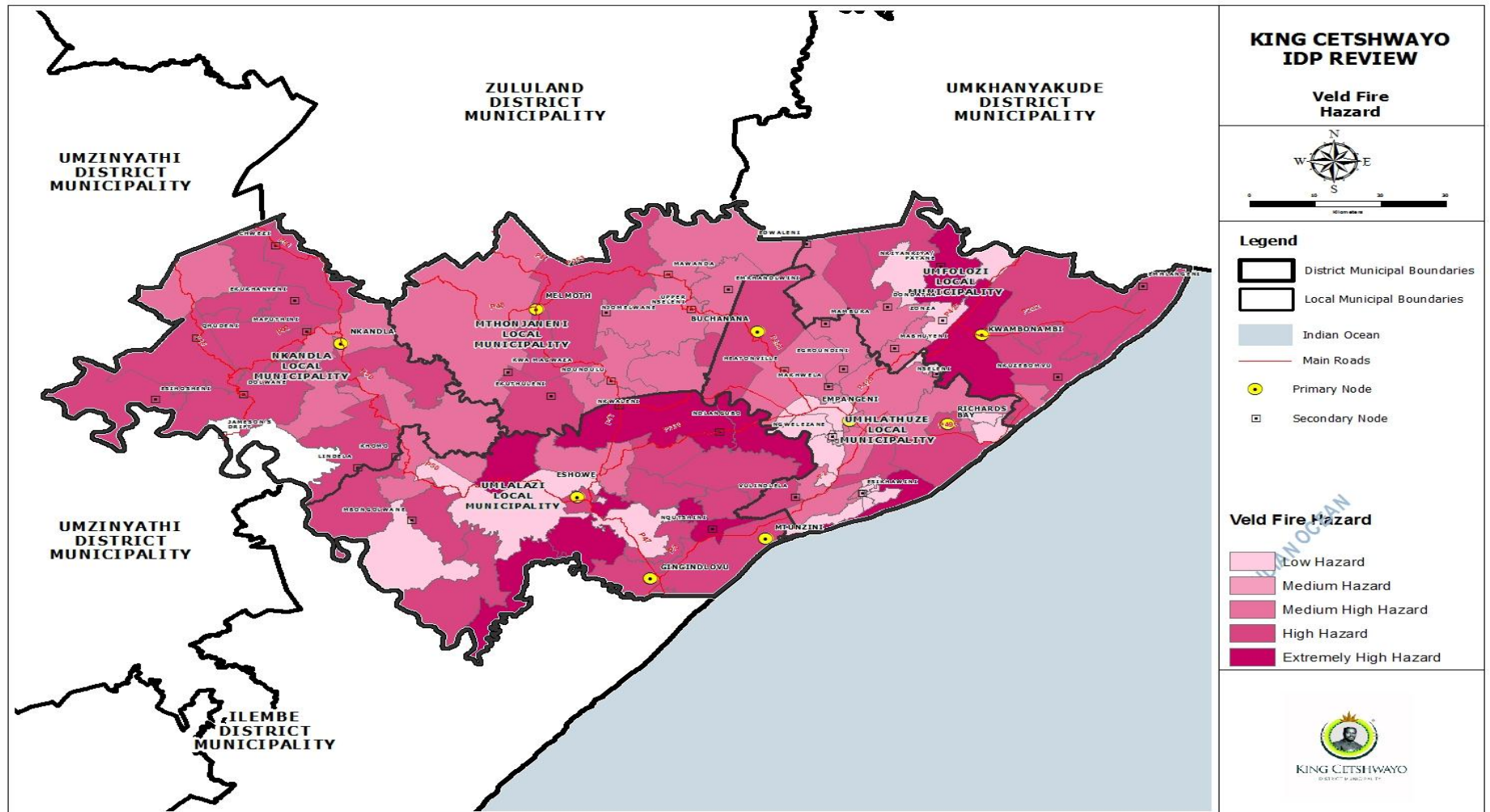
Map 24: Heavy Rainfall



Map 25: Lightening Hazard

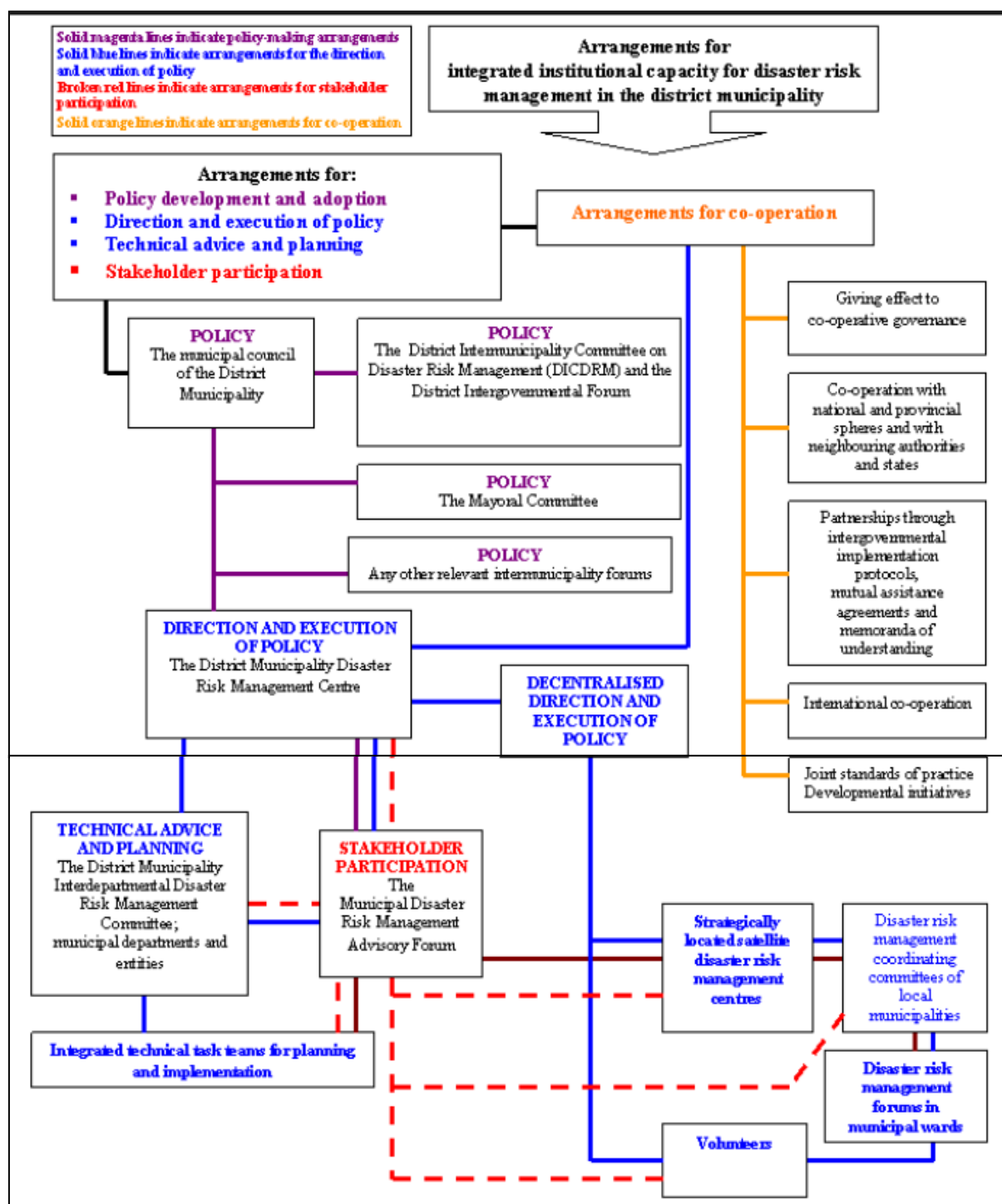


Map 26: Veld Fire



## C1.14.2 MUNICIPAL INSTITUTIONAL CAPACITY

Graph 6: Municipal Institutional Capacity



The head of King Cetshwayo Municipal Disaster Risk Management Centre is responsible for the exercise by the centre of its powers and the performance of its duties. In this regard, the head takes all the decisions of the centre, except decisions taken by another person as a result of a delegation by the head of the centre.

The head of the centre performs the functions of office:

- in accordance with the NDMF and the key responsibilities prescribed in the NDMF;



- in accordance with the Disaster Risk Management policy framework of the KZN Province;
- in accordance with the Disaster Risk Management policy framework (2011) of King Cetshwayo District Municipality;
- subject to the municipal council's IDP and other directions of the council; and
- in accordance with the administrative instructions of the municipal manager.

### **C2.14.3 MUNICIPAL INSTITUTIONAL CAPACITY**

The disaster management centre has a capacity as follows;

- Disaster Management Manager
- District Chief fire Officer: Newly appointed (2017)
- Disaster Management Officer
- Administration Assistant
- Driver

There is IT and GIS Specialist support to be provided by the municipal IT and GIS functions. The above stated staff requirements should serve as a guide, however, an analysis will be done to determine the staff requirements within the DMC, as well as develop detailed job descriptions, required skills and key performance indicators for each position within the DMC.

It must be noted more positions must be created enable the disaster management centre to meet acceptable standards and also to be in a position to respond to the disaster incidents. Proposed positions are as follows;

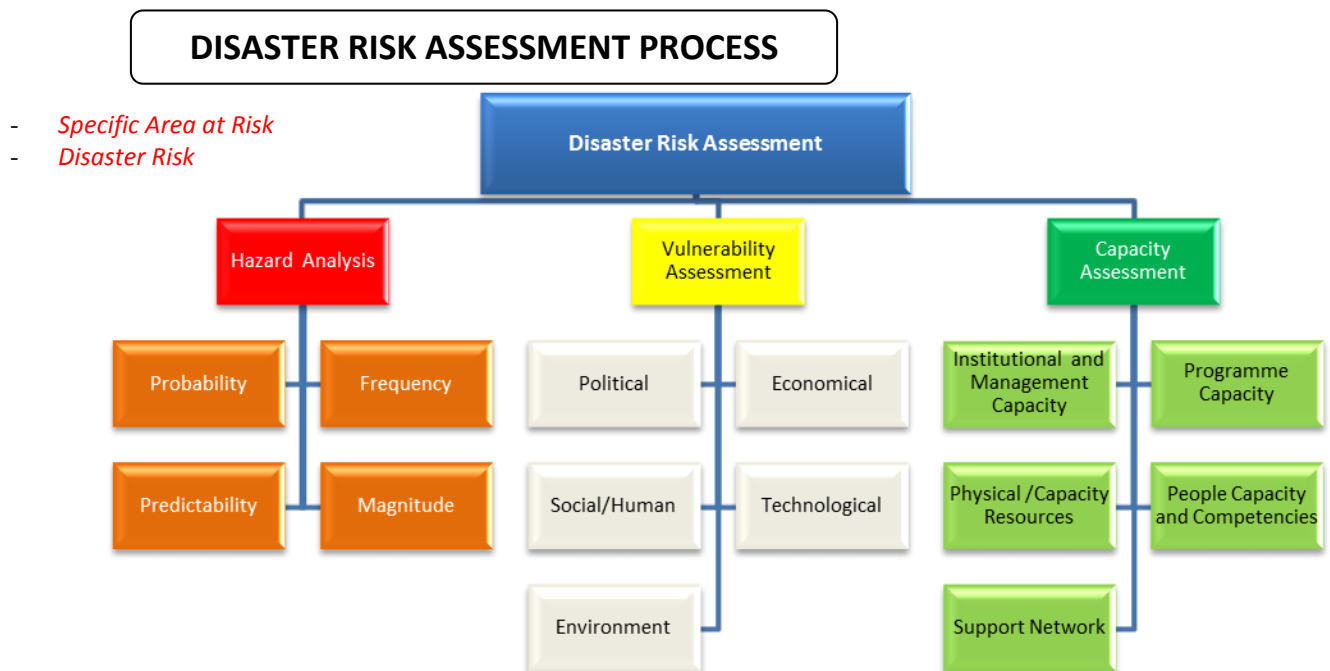
- Disaster management Officer: Policy Development
- Disaster management Officer: Risk Reduction
- Disaster management Officer: : Response and Recovery
- Disaster Management Field Officers: (5)

## RISK ASSESSMENT

The district risk management plan is due for review and the disaster risk assessment which forms a large part of risk profiling, hazard identification, capacity and vulnerable areas. Funding for the review of the Disaster Management Plan will be sourced in the 2018/19 financial year.

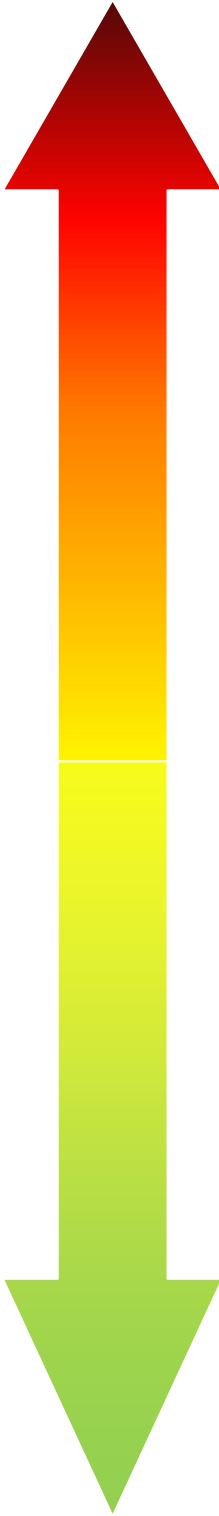
King Cetshwayo District Municipality has requested Provincial Disaster Management Centre to assist with the process of compiling the disaster management plan as the district does not have the capacity to conduct it themselves. There were demarcation changes in the district where a municipality was delaminated and the wards incorporated to other two municipalities, which means the risk profile for those municipalities have changed.

**Graph 8: Disaster Risk Assessment Process**



The profile still stands as shown below as there are indication of incidents reported annually.

**Disaster Risks**

HAZARD NAME	RELATIVE PRIORITY
Hydro-meteorological Hazards- Severe Storms(Wind, Hail, Snow, Lightning, Fog)	HIGHER PRIORITY
Disease/Health – Diseases: Human (HIV/AIDS & TB)	
Disease/Health – Diseases: Human (Other Disease)	
Fire Hazards- Veld/Forest Fires	
Hydro-meteorological Hazards- Floods (River, Urban & Dam Failure)	
Hydro-meteorological - Drought	
Civil Unrest- Demonstrations/Riots	
Hazardous Material- Hazmat: Fire/ Explosion (Storage & Transportation)	
Hazardous Material- Hazmat: Spill/ Release (Storage & Transportation)	
Civil Unrest - Crime	
Transport Hazards- Road Transportation	
Pollution – Water Pollution (Fresh & Sea)	
Infrastructure Failure/Service Delivery Failure- Water	
Oceanographic- Storm Surge	
Infrastructure Failure/ Service Delivery Failure- Sanitation	
Hydro-meteorological Hazards- Extreme Temperatures	
Infrastructure Failure/Service Delivery Failure- Electrical	
Geological Hazards- Earthquakes	
Civil Unrest- Xenophobic Violence	
Fire Hazards-Formal & Informal Settlements/ Urban Area	
Geological Hazards- Landlines/Mud flows	
Disease / Health- Disease: Animal	
Geological Hazards- Rock fall	
Transport Hazards- Rail Transportation	
Pollution- Air Pollution	
Environmental Degradation- Erosion	
Infrastructure Failure/Service Delivery Failure- Transport	
Disease / Health- Disease: Plants	
Major Event Hazards (Cultural, Religious, Political, Recreation, Commercial, Sport)	
Transport Hazards- Water Transportation	
Environmental Degradation- Land Degradation	
Environmental Degradation- Loss of Biodiversity	
Infrastructure Failure/Service Delivery Failure- Gas	
Civil Unrest- Terrorism	
Oceanographic- Tsunami	
Structural Failure- Building Failure	
Geological Hazards- Subsidence	
Civil Unrest- Refugees/Displaced People	
Civil Unrest- Armed Conflict (Civil or Political)	
Infestation- Insect Infestation	
Transport Hazards- Air Transportation	
Pollution- Land Pollution	
Infestation- Animal Infestation/ Over Population	
Hydro-meteorological Hazards- Desertification	
Structural Failure- Dam Failure	
Environmental Degradation- Deforestation	
Infrastructure Failure/Service Delivery Failure- Information Technology	
Infestation- Plant Infestation (Intruder Plants)	
Structural Failure- Bridge Failure	
Infestation- Algal Bloom (Red Tide)	
Oceanographic- Sea Level Rise ( Climate Change)	LOWER PRIORITY

### Prioritized Risk per Municipality

UMFOLOZI LM	
<ul style="list-style-type: none"> <li>• Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)</li> <li>• Disease / Health - Disease: Human (HIV/AIDS &amp; TB)</li> <li>• Disease / Health - Disease: Human (Other Disease)</li> <li>• Fire Hazards - Veld/Forest Fires</li> </ul>	
<ul style="list-style-type: none"> <li>• Hydro-meteorological Hazards - Floods (River, Urban &amp; Dam Failure)</li> <li>• Hydro-meteorological - Drought</li> <li>• Infrastructure Failure / Service Delivery Failure - Sanitation</li> <li>• Civil Unrest - Crime</li> </ul>	
<ul style="list-style-type: none"> <li>• Infrastructure Failure / Service Delivery Failure - Water</li> <li>• Transport Hazards - Road Transportation</li> </ul>	
UMHLATHUZE LM	UMLALAZI LM
<ul style="list-style-type: none"> <li>• Disease / Health - Disease: Human (HIV/AIDS &amp; TB)</li> <li>• Disease / Health - Disease: Human (Other Disease)</li> <li>• Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)</li> <li>• Fire Hazards - Veld/Forest Fires</li> <li>• Civil Unrest - Demonstrations / Riots</li> </ul>	<ul style="list-style-type: none"> <li>• Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)</li> <li>• Disease / Health - Disease: Human (HIV/AIDS &amp; TB)</li> <li>• Fire Hazards - Veld/Forest Fires</li> <li>• Disease / Health - Disease: Human (Other Disease)</li> </ul>
<ul style="list-style-type: none"> <li>• Hazardous Material - Hazmat:</li> <li>• Hazardous Material - Hazmat: Spill/Release (Storage &amp; Transportation)</li> <li>• Oceanographic - Storm Surge</li> <li>• Hydro-meteorological Hazards - Floods (River, Urban &amp; Dam Failure)</li> </ul>	<ul style="list-style-type: none"> <li>• Fire/Explosion (Storage &amp; Transportation) Hydro-meteorological Hazards - Floods (River, Urban &amp; Dam Failure)</li> <li>• Hydro-meteorological - Drought</li> <li>• Civil Unrest - Crime</li> <li>• Oceanographic - Storm Surge</li> </ul>
<ul style="list-style-type: none"> <li>• Civil Unrest - Xenophobic Violence</li> <li>• Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)</li> </ul>	<ul style="list-style-type: none"> <li>• Transport Hazards - Road Transportation</li> <li>• Geological Hazards - Landslides/Mud flows</li> </ul>
NKANDLA LM	MTHONJANENI LM
<ul style="list-style-type: none"> <li>• Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)</li> <li>• Disease / Health - Disease: Human (Other Disease)</li> <li>• Disease / Health - Disease: Human (HIV/AIDS &amp; TB)</li> <li>• Fire Hazards - Veld/Forest Fires</li> </ul>	<ul style="list-style-type: none"> <li>• Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)</li> <li>• Disease / Health - Disease: Human (HIV/AIDS &amp; TB)</li> <li>• Disease / Health - Disease: Human (Other Disease)</li> <li>• Fire Hazards - Veld/Forest Fires</li> </ul>
<ul style="list-style-type: none"> <li>• Hydro-meteorological Hazards - Floods (River, Urban &amp; Dam Failure)</li> <li>• Hydro-meteorological - Drought</li> <li>• Civil Unrest - Crime</li> <li>• Infrastructure Failure / Service Delivery Failure - Water</li> </ul>	<ul style="list-style-type: none"> <li>• Hydro-meteorological Hazards - Floods (River, Urban &amp; Dam Failure)</li> <li>• Hydro-meteorological - Drought</li> <li>• Hydro-meteorological Hazards - Extreme Temperatures</li> <li>• Civil Unrest - Crime</li> </ul>
<ul style="list-style-type: none"> <li>• Transport Hazards - Road Transportation</li> <li>• Infrastructure Failure / Service Delivery Failure - Electrical</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Failure / Service Delivery Failure - Water</li> <li>• Transport Hazards - Road Transportation</li> </ul>



#### C1.14.4 RISK REDUCTION & PREVENTION

**Table 20: Logical Framework for Disaster Risk Reduction Recommendations**

LOGICAL FRAMEWORK FOR DISASTER RISK REDUCTION RECOMMENDATIONS PER MAIN HAZARD CATEGORY- STRATEGIC OBJECTIVE: ENSURING THAT DISASTER RISK ARE REDUCED THROUGH PREVENTION, MITIGATION AND EFFECTIVE RESPONSE AND RECOVERY			
RISK:	KPIS: MEASURABLE PERFORMANCE TARGETS	MEANS	MAIN RESPONSIBLE DEPARTMENT / STAKEHOLDER RESPONSIBLE IN THE MUNICIPALITY
<b>Fires</b>	Residential related fires. Awareness programmes	Awareness communication materials (pamphlets / calendars), Media campaigns	Disaster Management Centre & Fire Services
	Veld fires. Awareness programme in and around open spaces, fire breaks administered	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Fire breaks	Disaster Management Centre & Fire Services
	Early fire risk predictions. Early warning of high fire risk places & times, based on weather and vegetation/field condition	Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre & Fire Services
		Building fire services station in key point areas within the local municipalities. Nkandla, Mthonjaneni, Mfolozi, and uMlalazi.	MIG, PDMC, NDMC
<b>Industrial (including mining) fires / explosions / spillage / accidents</b>	Survey of industries (for fire and hazardous materials risks); associated updating of hazard severity map; Compilation of hazardous materials register /database, indicating the location and contents of facilities spatially and in database format; Stakeholder meetings to confirm and refine the findings. Integrated register/database	Database design, development and population; Exact information, locality and hazardous materials known. Ensure industries have emergency and evacuation plans in place	Disaster Management Centre
	Establishing a Disaster management centre.		
<b>Epidemics (Human &amp; Animal)</b>	Epidemic statistic tracking and warnings. Early warning of possible epidemics in specific areas	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
	Ensure potable water supply delivery to all settlements, even informal settlements if possible. Water supply delivery programmes in areas where population density is high but water supply not available	Budget allocation for water piping & supply projects	Engineering and Maintenance
	Immunization programmes.	List of areas and places immunized	Public Health
	Logging system and monitoring of communicable diseases on a daily basis at clinics and hospitals, on a central database. Communicable diseases report including graphs	Database of communicable diseases updated weekly /monthly; monthly digital reports presented to DMC	Public Health

LOGICAL FRAMEWORK FOR DISASTER RISK REDUCTION RECOMMENDATIONS PER MAIN HAZARD CATEGORY- STRATEGIC OBJECTIVE: ENSURING THAT DISASTER RISK ARE REDUCED THROUGH PREVENTION, MITIGATION AND EFFECTIVE RESPONSE AND RECOVERY			
RISK:	KPIS: MEASURABLE PERFORMANCE TARGETS	MEANS	MAIN RESPONSIBLE DEPARTMENT / STAKEHOLDER RESPONSIBLE IN THE MUNICIPALITY
Infrastructure failure: Power, sanitation, water & other key services	Co-ordination between water, electricity and sanitation services to identify cross-impacts and severity of impacts. Quarterly task group meetings	Co-ordination and integrated planning	Engineering & Maintenance
Surface water/land pollution	Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
	Industry, Mining and Private individuals' compliance to pollution control requirements. Quarterly/yearly reports; Possible polluter-pays measures, Environmental education of public	List of pollution-control required industries/mines, waste sites etc., specific license requirements; database of industries/mines checked for reporting and compliance quarterly/annually; list of public education initiatives	Environmental Health
	Agricultural awareness. Awareness programmes with farmers with regard to pesticides, herbicides etc. control	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Department of Agriculture
Air pollution: industrial	Monitor industrial related air pollution, in areas where applicable. Quarterly/yearly reports; Bylaws; license requirements; Possible polluter-pays measures	Industries providing proof of prevention/mitigation measures	Air Quality Management
Air pollution: informal settlements	Awareness and subsequent minimisation of air pollution in communities that utilize fuel for heat and cooking, instead of electricity. Awareness programmes in informal settlements	Pamphlets and public meetings where community leaders urge community to utilize electricity rather than fires, where possible	Disaster Management Centre
Transport: rail, road, hazmat	Road maintenance. Road maintenance projects	Budget allocation for road maintenance and upgrade projects	Engineering & Maintenance
	Railway maintenance. Railway maintenance projects	Budget allocation for railway maintenance and upgrade projects	Transnet
	Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place	Warnings via television, radio, newspapers, verbal.	Disaster Management Centre

LOGICAL FRAMEWORK FOR DISASTER RISK REDUCTION RECOMMENDATIONS PER MAIN HAZARD CATEGORY-STRATEGIC OBJECTIVE: ENSURING THAT DISASTER RISK ARE REDUCED THROUGH PREVENTION, MITIGATION AND EFFECTIVE RESPONSE AND RECOVERY			
RISK:	KPIS: MEASURABLE PERFORMANCE TARGETS	MEANS	MAIN RESPONSIBLE DEPARTMENT / STAKEHOLDER RESPONSIBLE IN THE MUNICIPALITY
Transport: rail, road, hazmat	Hazmat transport inspections on road. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	Environmental Affairs Traffic Services
	Transport and container inspections by rail. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	Public Health & Traffic Services
Transport: air	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	Disaster Management Centre
Major Events	Preparation and planning, and informing communities of events and disaster plans relating to it. Event plans and pamphlets	Plans designed and distributed well beforehand	Disaster Management Centre
	Database indicating all possible venues and available evacuation and other plans for that venue	Lists of all venues that could house 250+ persons and associated risks for each, submitted to the DMC and/or Districts/Towns	Disaster Management Centre
Drought / water shortage	Alternative dams and/or cross-border water supply negotiations	Budget and programme action plans for specific water supply schemes	Technical Services
	Installation of water collection and storage containers in strategic locations	Budget and location identification for containers	Technical Services
	Installation of collection and storage containers at industries and organisations	Awareness communication materials (pamphlets/calendars) Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Technical Services
	Installation of collection and storage containers at private homes	Awareness communication materials (pamphlets/calendars) Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Technical Services
	Linkages of data to monitor long term weather patterns vs water demand. Change monitored and predictions made	Scenarios indicated and planned for	Disaster Management Centre
	Ground water resources. Ground water resources usability known	Ground water quality survey and impact assessment	Technical Services DWA
Civil unrest (including terrorism)	Monitoring system implemented. Database with incidents indicated	Graphs and probability evaluations updated	Traffic Services & SAPS
	Incident database to be set up and maintained. Incident database updated and maintained	Incident database designed, developed and implemented; updated	Traffic Services & SAPS
Floods	Assessment of dam break impacts on existing developments. Dam break flood impacts	Documentation indicating impacts and consequences	Technical Services DWA

	Develop indicative flood mapping, giving an indication of the 100-year and RMF floodlines along the major watercourses. High frequency and risk of flood events, based on past events	Major impacts on especially informal and low-income settlements	Disaster Management Centre
	High water markers and beacons to indicate depth of rivers. Maintenance of beacons, and installation of additional high water markers	Maintaining of beacons; identification of positions for high water level markers; installation of high water markers	Technical Services DWA
	Flood hazard assessments for selected watercourses. Hazard assessment studies, reports and associated maps	Budget allocation for the various projects	Technical Services DWA
	Ensuring no development and building in floodline areas. Awareness programmes and law enforcement	Awareness communication materials (pamphlets/calendars), Media campaigns	Integrated Development Planning
	Stormwater maintenance. Ongoing stormwater maintenance	Stormwater asset management register and maintenance scheduled and budgeted for	Technical Services DWA
Storms	Early storm risk predictions based on weather	Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
Environmental degradation	Waste site location and management. Integrated waste management plans	Drafting and acceptance of the waste management plans, and spatial data indicating location of all existing and future waste sites	Environmental Affairs
	Erosion protection, especially where sand and gravel mining is taking place. Stricter environmental controls	Decreased erosion and extraction	Environmental Affairs
Hazmat transportation	Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place	Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
	Hazmat transport inspections on ships.	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	Disaster Management Centre
	Transport and container inspections by ship. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	Disaster Management Centre
Extreme temperatures	Early temperature risk predictions based on weather	Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
Desertification	Link with Weather Services: Monitoring and studies. Draft medium-longer term contingency plans for areas at risk	Mainly monitoring	Environmental Health
Plant infestation /overpopulation	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and	Reports submitted to DMC on yearly basis	Environmental Health/Department of Agriculture

	inclusion of data into DMC database		
Animal/Insect infestation /overpopulation	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	Environmental Health
Geological (Earthquake, Landslides, Subsidence, Erosion, Land Degradation)	Detailed Geological Risk Study in areas at possible risk. Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Contingency Plans for possible occurrences. Reports submitted to DMC on yearly basis	Environmental Affairs
Deforestation	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	Department of Agriculture
Loss of biodiversity	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	Environmental Affairs

#### C1.14.5 RESPONSE & RECOVERY

In terms of section 55(2) of the Act, the following can immediately be implemented once a local state of disaster has been declared:

- a) the release of any available resources of the municipality, including stores, equipment, vehicles and facilities;
- b) the release of personnel of the municipality for the rendering of emergency services;
- c) the implementation of all or any of the provisions of a municipal disaster management plan that are applicable in the circumstances;
- d) the evacuation to temporary shelters of all or part of the population from the disaster-stricken or threatened area if such action is necessary for the preservation of life;
- e) the regulation of traffic to, from or within the disaster-stricken or threatened area;
- f) the regulation of the movement of persons and goods to, from or within the disaster-stricken or threatened area;
- g) the control and occupancy of premises in the disaster-stricken or threatened area;
- h) the provision, control or use of temporary emergency accommodation;
- i) the suspension or limiting of the sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area;
- j) the maintenance or installation of temporary lines of communication to, from or within the disaster area;
- k) the dissemination of information required for dealing with the disaster;
- l) emergency procurement procedures;
- m) the facilitation of response and post-disaster recovery and rehabilitation; or
- n) other steps that may be necessary to prevent an escalation of the disaster, or to alleviate, contain and minimise the effects of the disaster.

In reading section 54 of the act, the above will be pro-actively be implemented by King Cetshwayo District Municipality, as required, depending on the requirements of the incident and availability of resources, irrespective of a local state of disaster has been declared or not.

#### ● **POST DISASTER IMPACT ASSESSMENTS**

After a disaster the following disaster impact assessment activities will be undertaken, including an impact analysis relating to:

- Direct and indirect impact on communities;
- Social impact;
- Agricultural impact;
- Infrastructural impact, including critical infrastructure;
- Environmental impact; and
- Economic impact.

The assessment will also include an evaluation of the response efforts of the various departments and role-players. The results from the assessment will be used to determine the overall impact of the event on the Municipality, identify gaps in the current disaster contingency plans, and also identify suitable improvements required to increase the resilience of the Municipality to disasters or extreme events.

#### **C1.14.6 TRAINING & AWARENESS**

The Disaster Management Act No. 57 of 2002 and Disaster Management Policy Framework make provision for the recruitment, training and participation of volunteers in disaster risk management in all three spheres of government.

2017/2018 King Cetshwayo District Municipality's mission is to develop and implement holistic and integrated planning and practice in a cost-effective and participatory manner to reduce vulnerabilities and build resilient communities through sustainable development and service delivery through awareness.

Disaster awareness campaigns are done on quarterly basis in schools, communities and other public areas.

**Fire breaks** at the households targeting a disabled, senior citizen and child headed homes is a member to create awareness and create consciousness when such vulnerable individuals are family members and other able family members must be prepared and have a responsive plan for such individuals.

The personal contact public awareness allows the disaster management centre to have a sense of the prevailing needs of the communities. It gives the centre the sense of vulnerabilities and assist when creating, preparedness and planning of the centre. Crafted plans and awareness suit the communities that we visit which are mostly or largely in the rural areas.

## TRAINING AND AWARENESS NEW PROJECTS

Disaster centre had enlisted the piloted Fire and Disaster Management Prevention field workers for two years (2015/2016- 2016/2017) in the EPWP program and this is the last year and a new project has been undertaken by the centre. The new project is inherited from the Human Resources: Training and Skills development program, they trained 15 youths from around the district 6 females and 7 males. The trainee fire fighters will be placed in uMfolozi, Mthonjaneni and uMhlathuze. The stipend would be paid by the EPWP grant.

The fire balls project has been identified to be commissioned in the 2017/18 financial year and the youth will be recruited and trained on this project. The project will be implemented in uMlalazi and Mthonjaneni.

## C1.14.7 FUNDING ARRANGEMENTS

**Table21:Funding Arrangements for Disaster Risk Management**

ACTIVITY	FUNDING SOURCE	FUNDING MECHANISM	BUDGET
Disaster risk management ongoing operations (KPS 2 and 3)	National and provincial government	Disaster Management Centre Establishment	R8m
		Fire Services Establishment	R500 000
Disaster risk reduction KPA 2 and 3	National departments	Fire Prevention Program	R300 000
	District Municipalities	International Day for Disaster Risk Reduction	R150 000
		Fire balls program	R350 000
	In the case of low-capacity, resource-poor municipalities <sup>2</sup>	Fire Services Capacity DM capacity	R3m
Response, recovery, rehabilitation and reconstruction efforts (KPA 4)	National Government Human Settlement	Housing development for the rural areas	R80M
	Provincial government	Storm water drainage system Mfolozi, uMhlathuze and uMlalazi	R100M
Education, training and capacity building programmes (Enabler 2)	All spheres of government	Community training and awareness	R500 000
		Schools awareness program	R300 000

It is evident that the district municipality and all local municipalities in the district must fund and implement disaster risk management from their own budgets. The District Municipality may assist local municipalities from time to time with regard to funding for disaster risk reduction activities, but this does not release the local municipal councils from their responsibilities in this regard.

#### C1.14.8 DISASTER MANAGEMENT: SWOT ANALYSIS

##### ● STRENGTHS/OPPORTUNITIES

- The Municipality has a Level 2 Disaster management Plan in place
- KCDM have established the foundation institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.
- There are Disaster Management Advisory Forums in the District Municipality, uMhlathuze, uMlalazi and Mthonjaneni
- Current disaster risk profile is based on a detailed disaster risk assessment process
- The risk profile for King Cetshwayo District Municipality is based on the data received from the workshop consultations
- A number of risk reduction measures have been identified related to the highest rated identified risks.
- Communication and stakeholder participation in disaster risk management in King Cetshwayo District Municipality is executed through a consultative process, education and public awareness, initiated by King Cetshwayo District Municipality disaster management function

##### ● WEAKNESS/THREATS

- Hazard-specific disaster contingency plans still need to be developed
- **Limited capacity** currently exists in King Cetshwayo District Municipality and specifically in its local municipalities to fulfil all the functions required by the Act
- The resources associated with performing disaster management related functions in the KCDM are rated between 'insufficient' and 'sufficient'.
- There is a need for increased investment in capacity and resilience building in each of the local municipality.



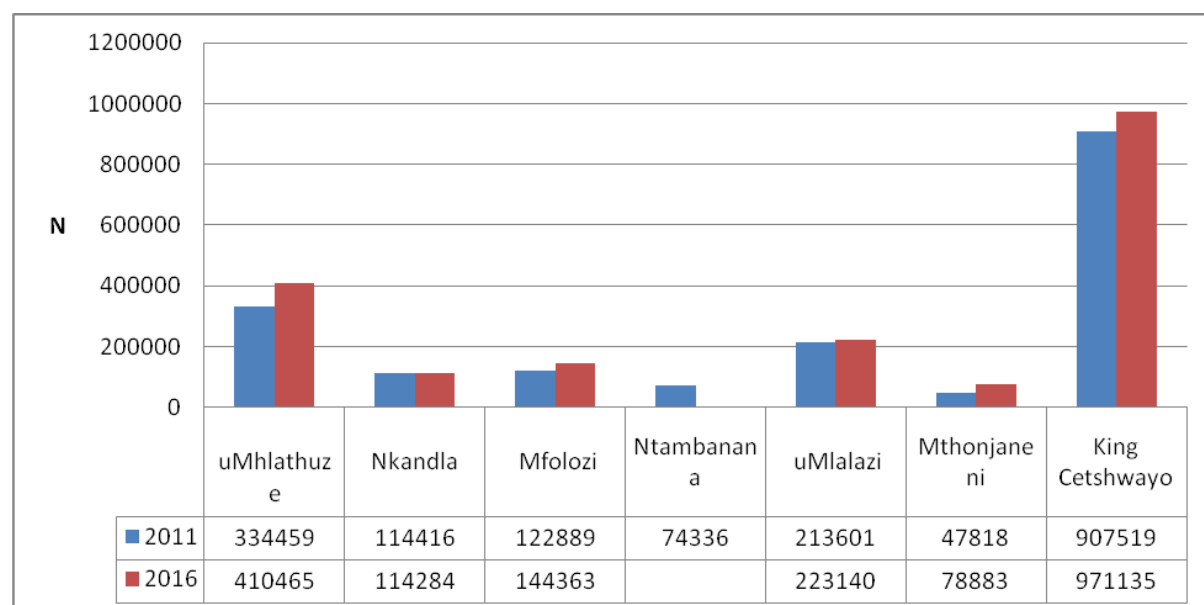
## C2.0 DEMOGRAPHIC ANALYSIS

### C2.1 POPULATION

#### C2.1.1 TOTAL POPULATION

The total population of King Cetshwayo District Municipality is 917 315 according to the Community Survey conducted by Statistics SA in 2016. The population of King Cetshwayo District grew by 7.01% between 2011 and 2016 as per the Stats SA Community Survey 2016. The table on the following page presents the population changes over time for the district and its local municipalities.

Population by District and Local Municipality, 2011 and 2016



Source: Stats SA Community Survey 2016

The uMhlathuze, Mthonjaneni, uMlalazi and uMfolozi Local Municipalities are the municipalities in King Cetshwayo District that have experienced a net population increase between 2011 and 2016 with only the decrease at Nkandla Municipality. Their population increase has been significant, uMhlathuze has remained the municipality with the largest population in the district. The significant population growth for Mthonjaneni LM is also due to the demarcation of Ntambanana where 4 wards were amalgamated into Mthonjaneni.

#### C2.1.2 POPULATION GROWTH

The uMhlathuze Municipality has the largest portion with 42.26% of the population residing in this local municipality while only 8.12% of the district's population resides in Mthonjaneni.

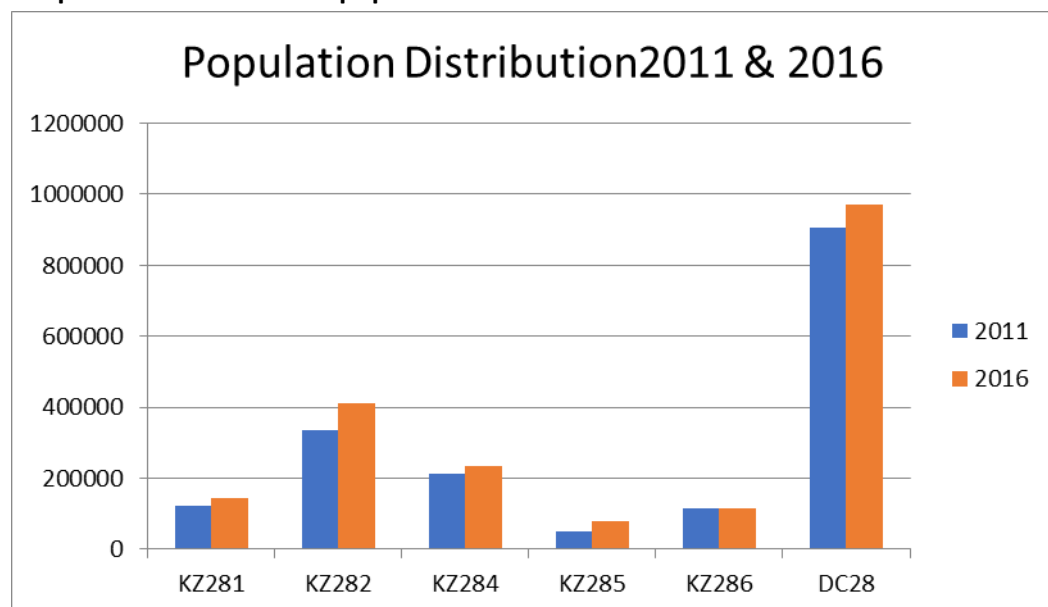
**Table 22: Change in Population Numbers**

	KCDM	UMFOLOZ I	UMHLATH UZE	UMLALAZI	MTHONJA NENI	NKANDLA
<b>2011</b>	907519	122889	334459	213601	47818	114416
<b>2016</b>	971 135	144 363	410 465	233 140	78 883	114 284
<b>Population Growth Rate 2011- 2016%</b>	7.01%	17.47%	22.73%	9.15%	64.97%	-0.12%

Source: Stats SA Community Survey 2016

### C2.1.3 POPULATION DISTRIBUTION

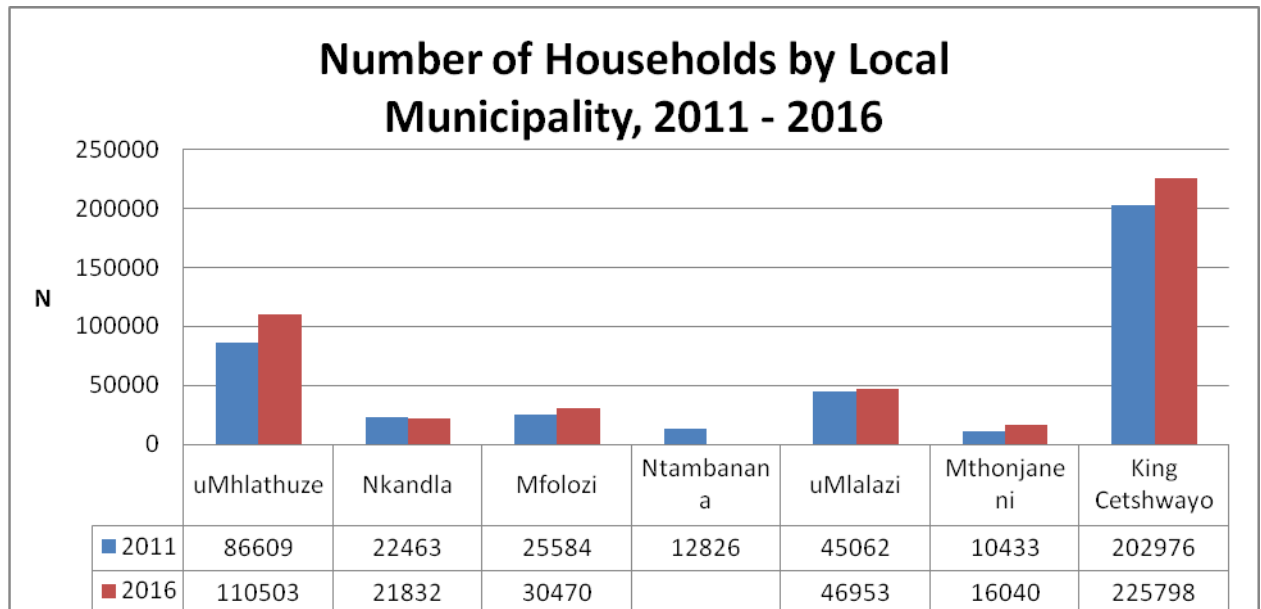
**Graph 11: Distribution of population 2011 and 2016**



Source: Stats SA Community Survey 2016

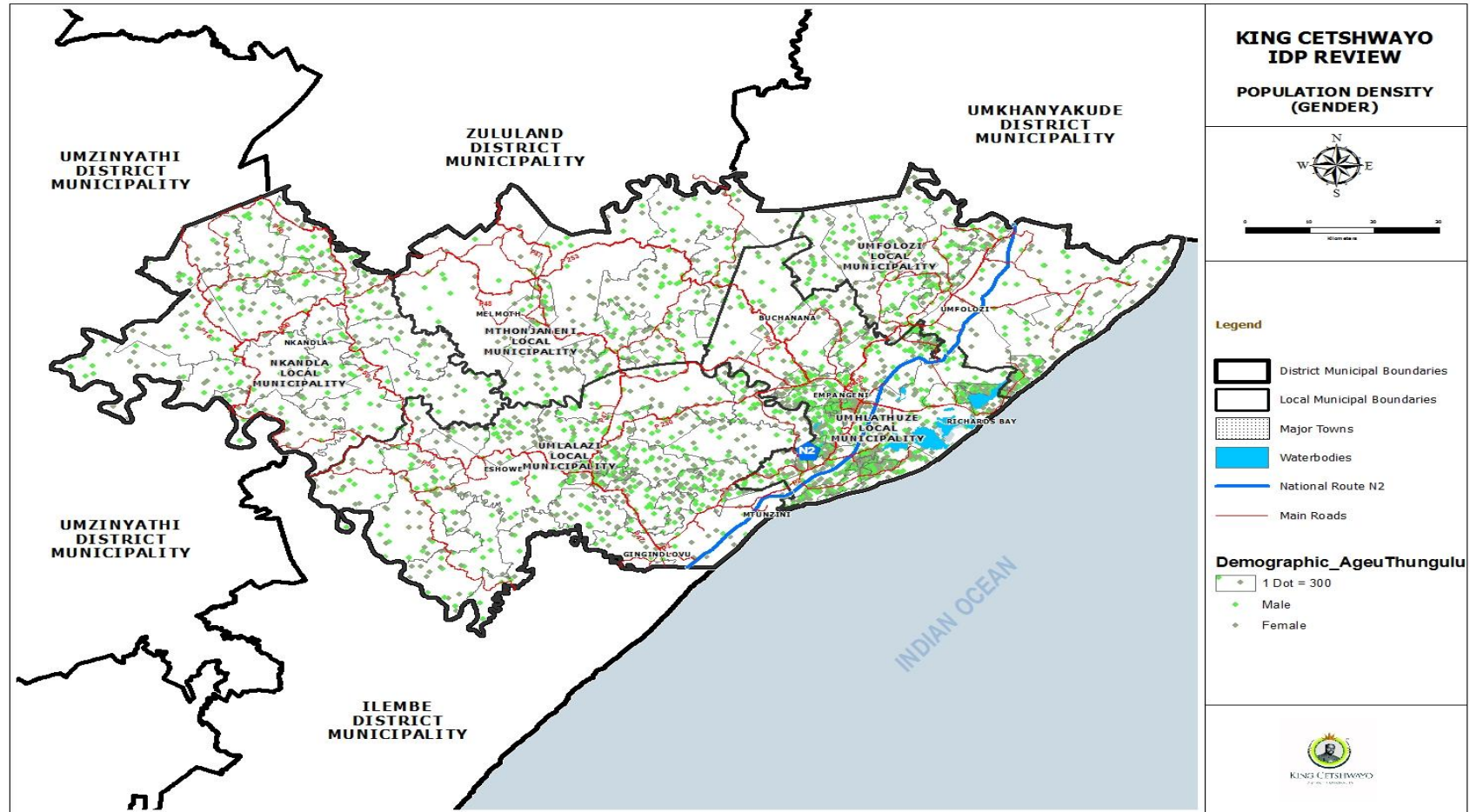
## C2.1.4 HOUSEHOLDS

### C2.1.4.1 Number of Households

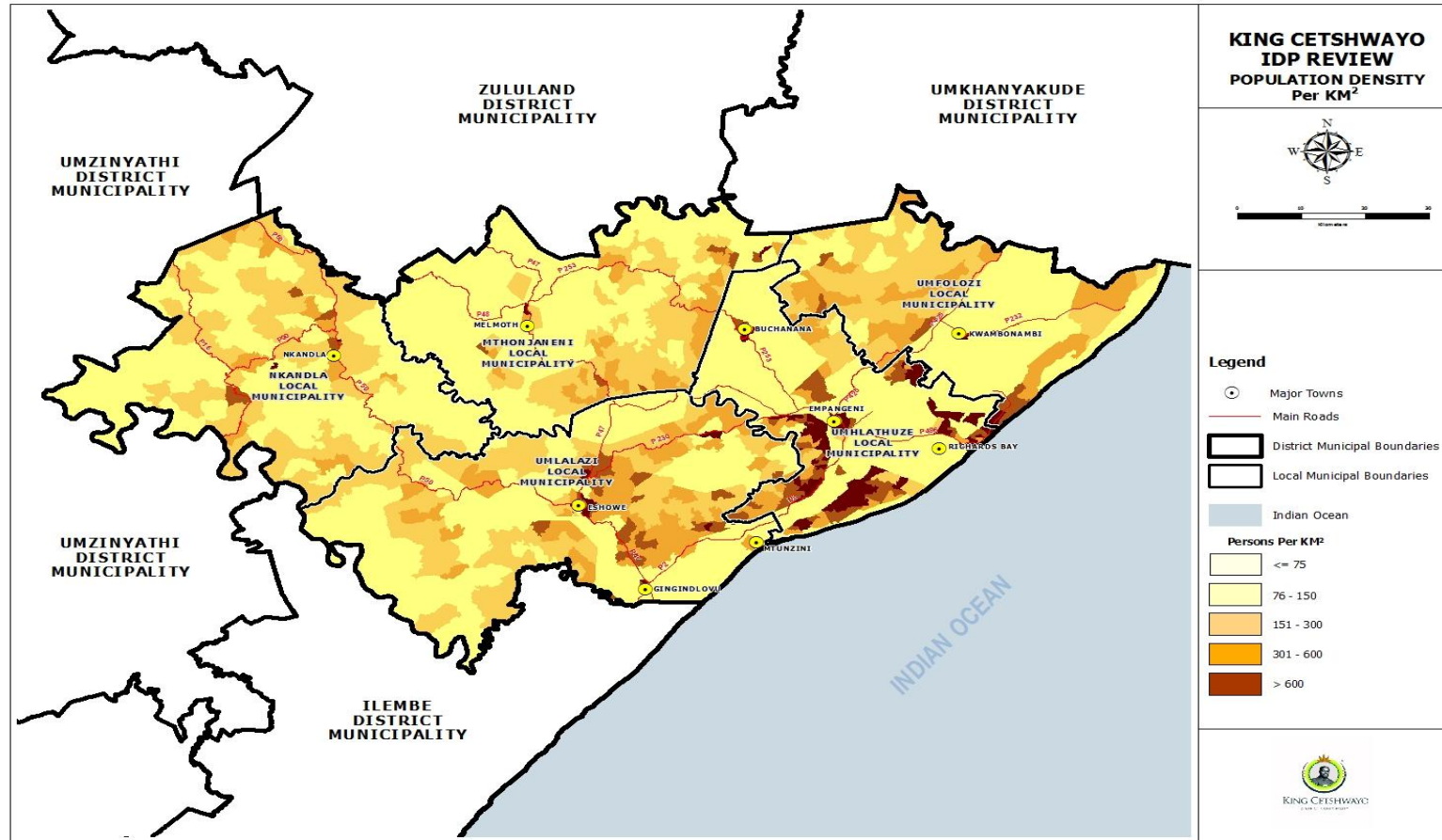


Source: Stats SA Community Survey 2016

Map 27: Demographics



Map 28: Population Density



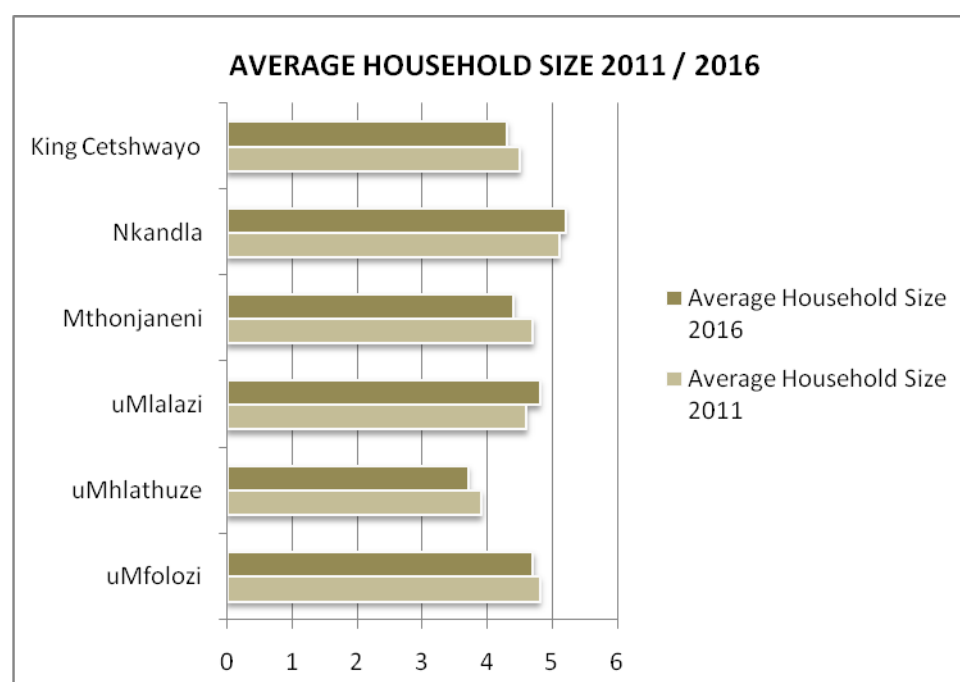
## C2.1.4.2 Average Household Size

**Table 23: Average households size by municipality 2011 and 2016**

MUNICIPALITY	TOTAL HOUSEHOLD POPULATION		NUMBER OF HOUSEHOLDS		AVERAGE HOUSEHOLD SIZE	
	2011	2016	2011	2016	2011	2016
uMfolozi	120218	144 363	25584	30470	4.8	4.7
uMhlathuze	315431	410 465	86609	110503	3.9	3.7
uMlalazi	206961	233 140	45062	46953	4.6	4.8
Mthonjaneni	45601	47818	10433	16040	4.7	4.4
Nkandla	111150	114 284	22463	21832	5.1	5.2
King Cetshwayo	872505	971 135	202976	225797	4.5	4.3

Source: Stats SA Community Survey 2016

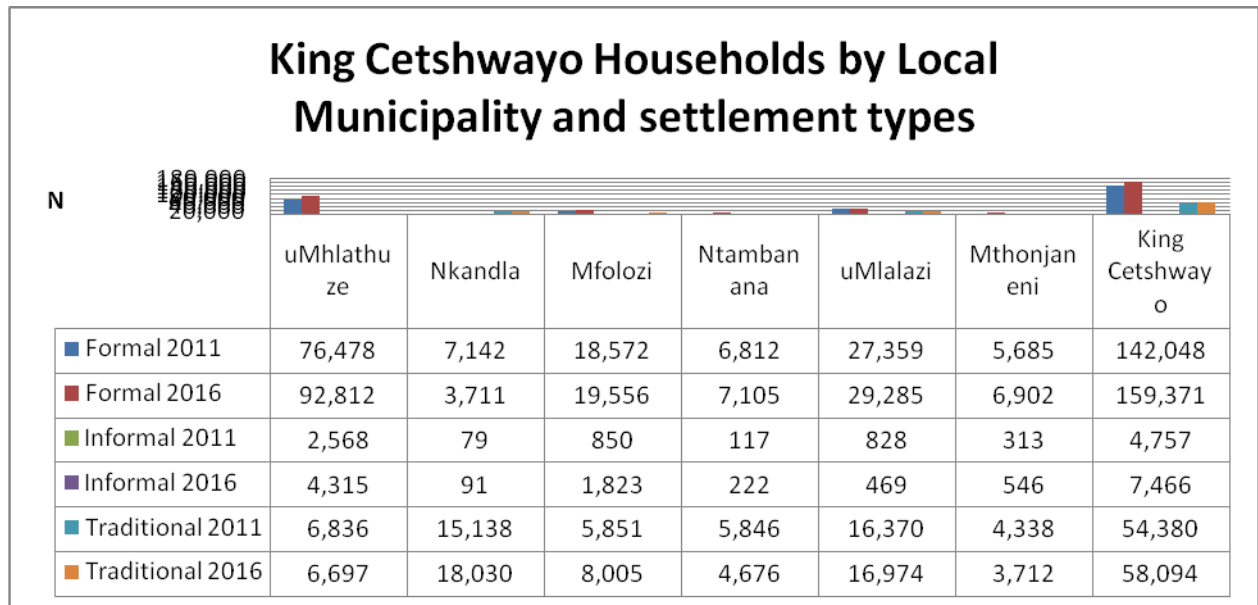
**Graph 12: Average household size by municipality - 2011 and 2016**



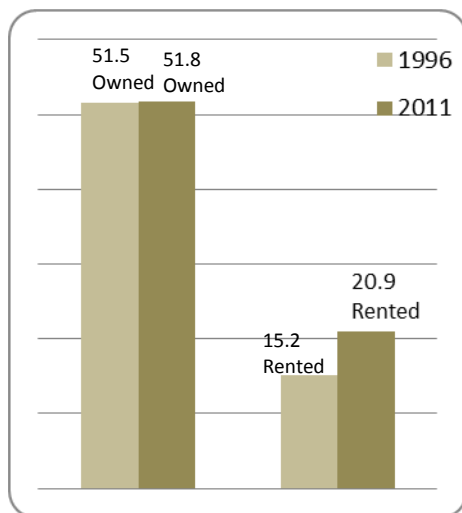
Source: Stats SA Community Survey 2016

It is notable that the average household size is constantly decreasing since 2011 where it is 4.5 persons average per household for the district and has now gone to 4.3 persons per household. This has implications for service delivery such as education, health and water provision.

**Graph 13: Distribution of households by tenure status - 1996 and 2011**



**Graph 13: Distribution of households by tenure status - 1996 and 2011**



Source: Census 2011



### C2.1.4.3 Pensioner Headed Households

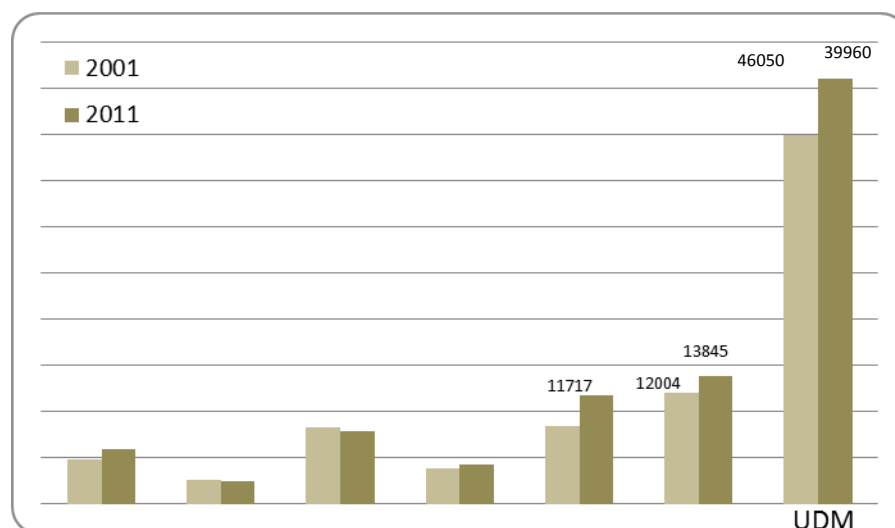
The following table shows a comparison of the incidence of Pensioner Headed Households in King Cetshwayo district since 2001 till 2011. It is apparent that there has been a significant increase in the number of pensioner headed households. The incidence of pensioner headed households is high and some reasons for this could be (1) parents working elsewhere, (2) deceased parents (3) the traditional culture of extended families as well as the (4) effects of migrant labour.

**Table 24: Pensioner Headed Households**

MUNICIPALITY	PENSIONER HEADED HOUSEHOLDS	
	2001	2011
uMfolozi	4844	5954
Mthonjaneni	2564	2504
Nkandla	8352	7841
Ntambanana	3788	4189
uMhlathuze	8406	11717
uMlalazi	12004	13845
<b>KING CETSHWAYO</b>	<b>39960</b>	<b>46050</b>

Source: Census 2011

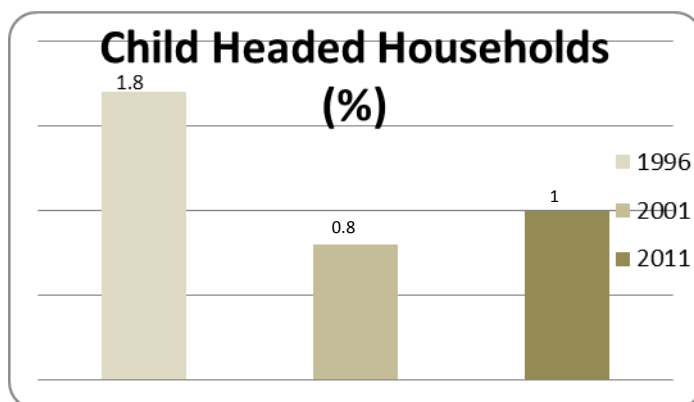
**Graph 14: Pensioner Headed Households**



Source: Census 2011

#### C2.1.4.4 Child Headed Households

Graph 15: Child Headed Households



Source: Census 2011

#### C2.1.5 GENDER RATIO

##### C2.1.5.1 Gender Ratio

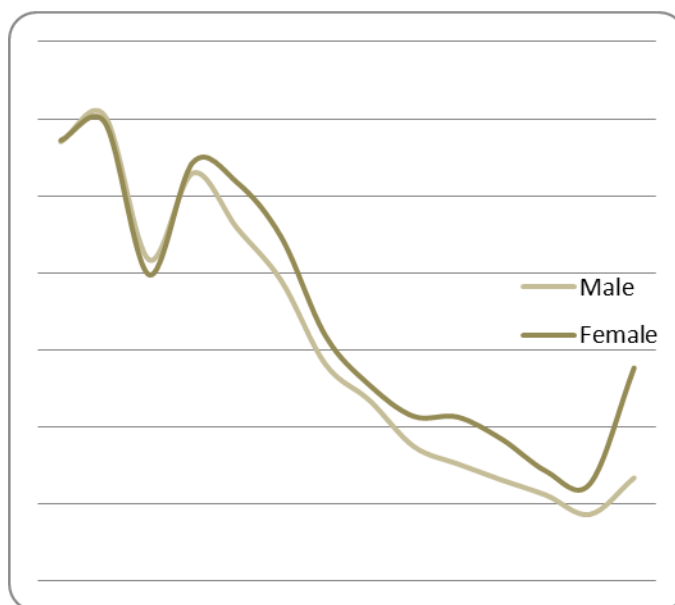
The following is a depicting of the male: female ratio in King Cetshwayo district for the respective age cohorts.

Table 25: Male/Female Ratio

	MALE	FEMALE
0-4	57028	57206
05-10.	60368	59517
11-14.	41715	39767
15-19	52976	54378
20-24	45790	51716
25-29	38981	44642
30-34	28138	31847
35-39	23451	25438
40-44	17474	21378
45-49	15197	21285
50-54	13094	18408
55-59	11158	14266
60-64	8639	12616
65+	13389	27659

Source: Census 2011

Graph 16: Gender Ratio

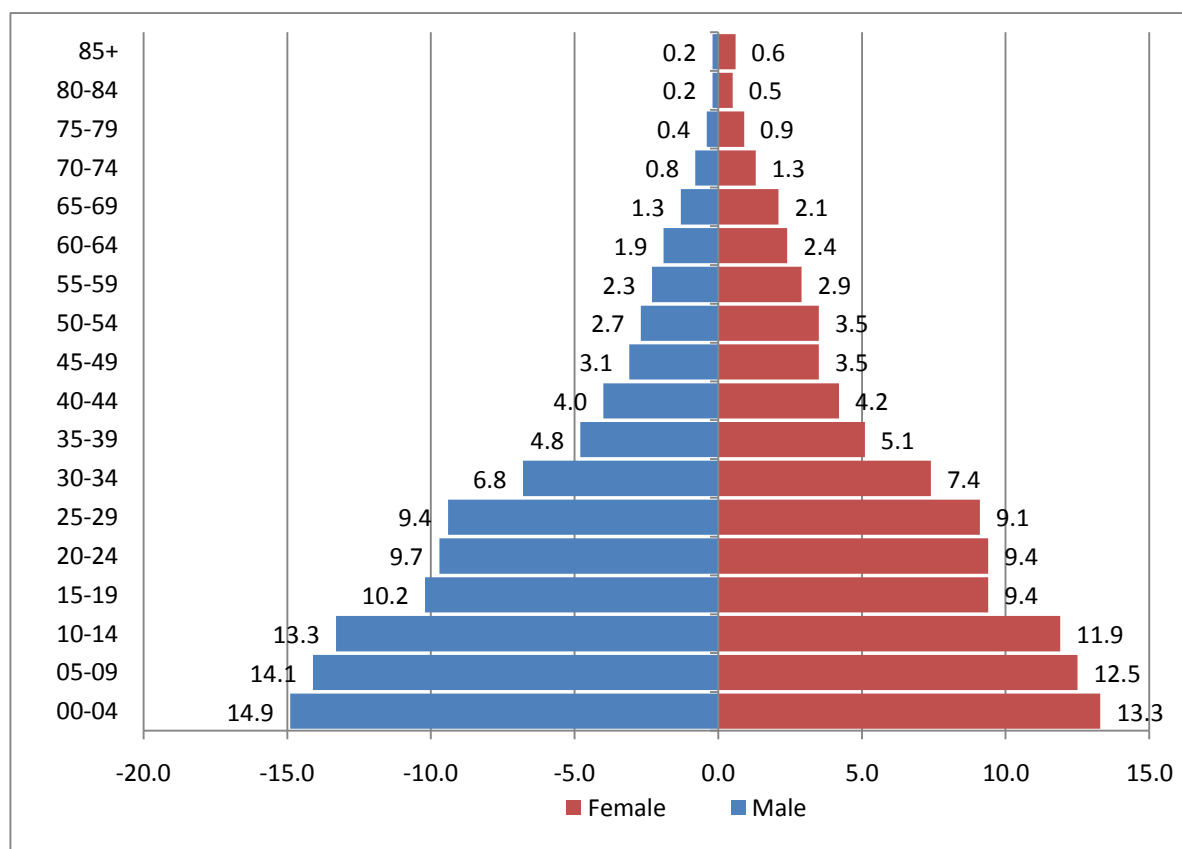


Source: Census 2011

It is interesting to note that in the age cohorts 40 – 65+ that the female percentages pass the male percentages. King Cetshwayo age profile indicated that the majority of the population, approximately 60%, is between the ages of 15 and 64 with children accounting for about 36% of the population. The elderly only make up about 4.2% of the population

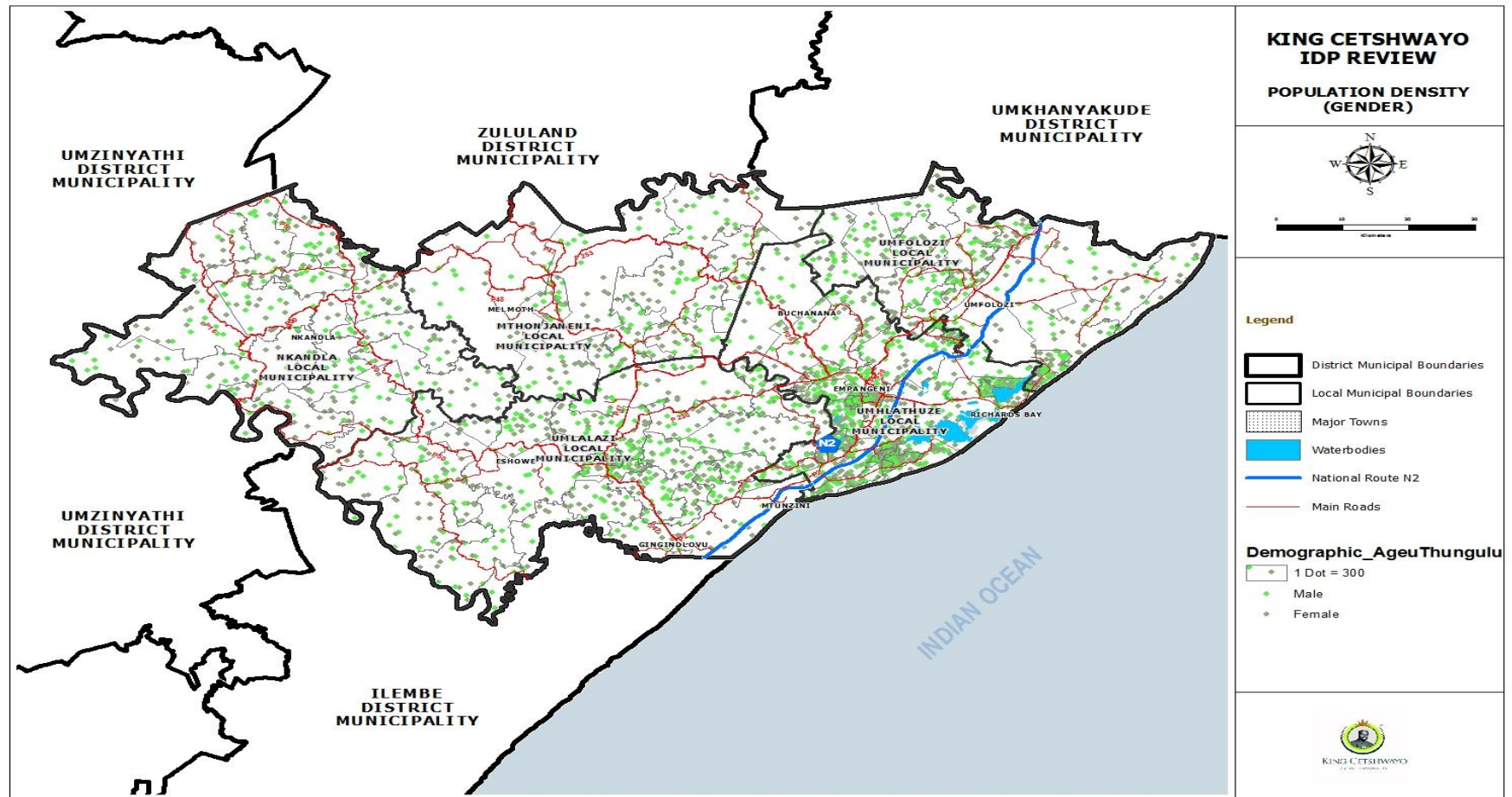
### C2.1.5.2 Gender Composition of King Cetshwayo's Population

**Graph 17: Percentage distribution of the population in five-year age group by gender 2011**



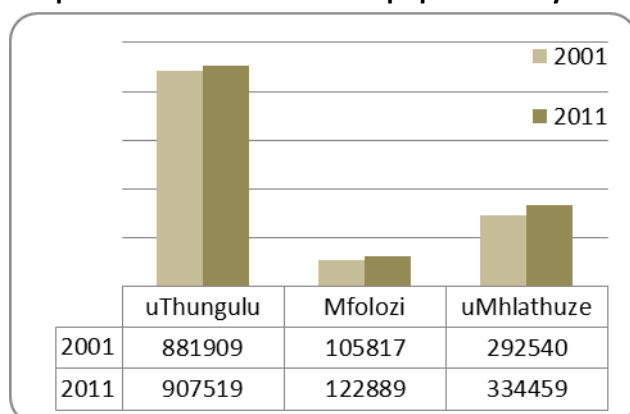
Source: Stats SA Community Survey 2016

Map 29: Population Density (Gender)



### C2.1.6 AGE DISTRIBUTION

**Graph 18: Distribution of the population by functional age groups**



Source: Census 2011

**Table 26: King Cetshwayo Population between 14-35 (Youth)**

	MALE	FEMALE	TOTAL
uMhlathuze	75646	79602	155248
Nkandla	19236	23369	42605
uMfolozi	25478	26295	51773
uMlalazi	38922	43626	82547
Mthonjaneni	8721	9896	18617
<b>TOTAL( KCDM)</b>	<b>181973</b>	<b>198322</b>	<b>380295</b>

Source: Stats SA Community Survey 2016

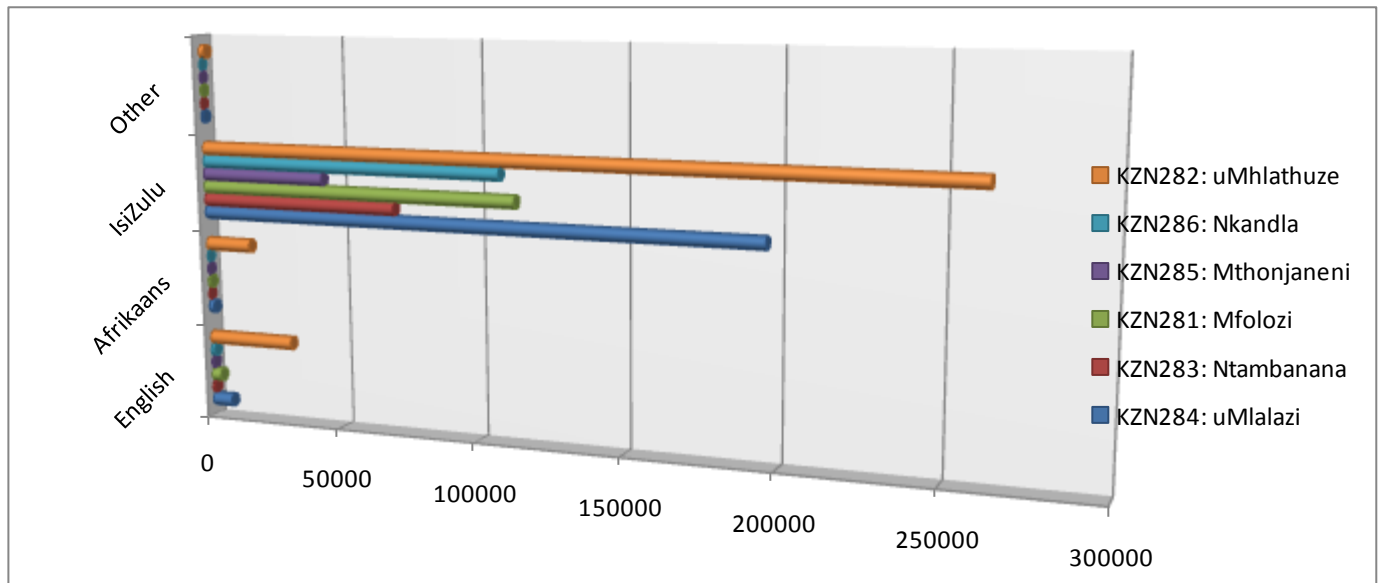
**Table 27: King Cetshwayo Youth Labour Force (14-35yrs)**

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Age less than 15 years	Not applicable	Grand Total
uMhlathuze	44519	29633	9446	65062	-	6588	155248
Nkandla	3438	3845	6034	26110	-	3178	42605
uMfolozi	9028	8931	4970	26028	5-	2816	51773
uMlalazi	12333	9810	8030	47086	-	5287	82547
Mthonjaneni	4232	2264	1677	9329	-	1115	18617
<b>Grand Total</b>	<b>76841</b>	<b>59244</b>	<b>33740</b>	<b>189515</b>	<b>-</b>	<b>20956</b>	<b>380295</b>

Source: Census 2011

### C2.1.7 SPOKEN LANGUAGE

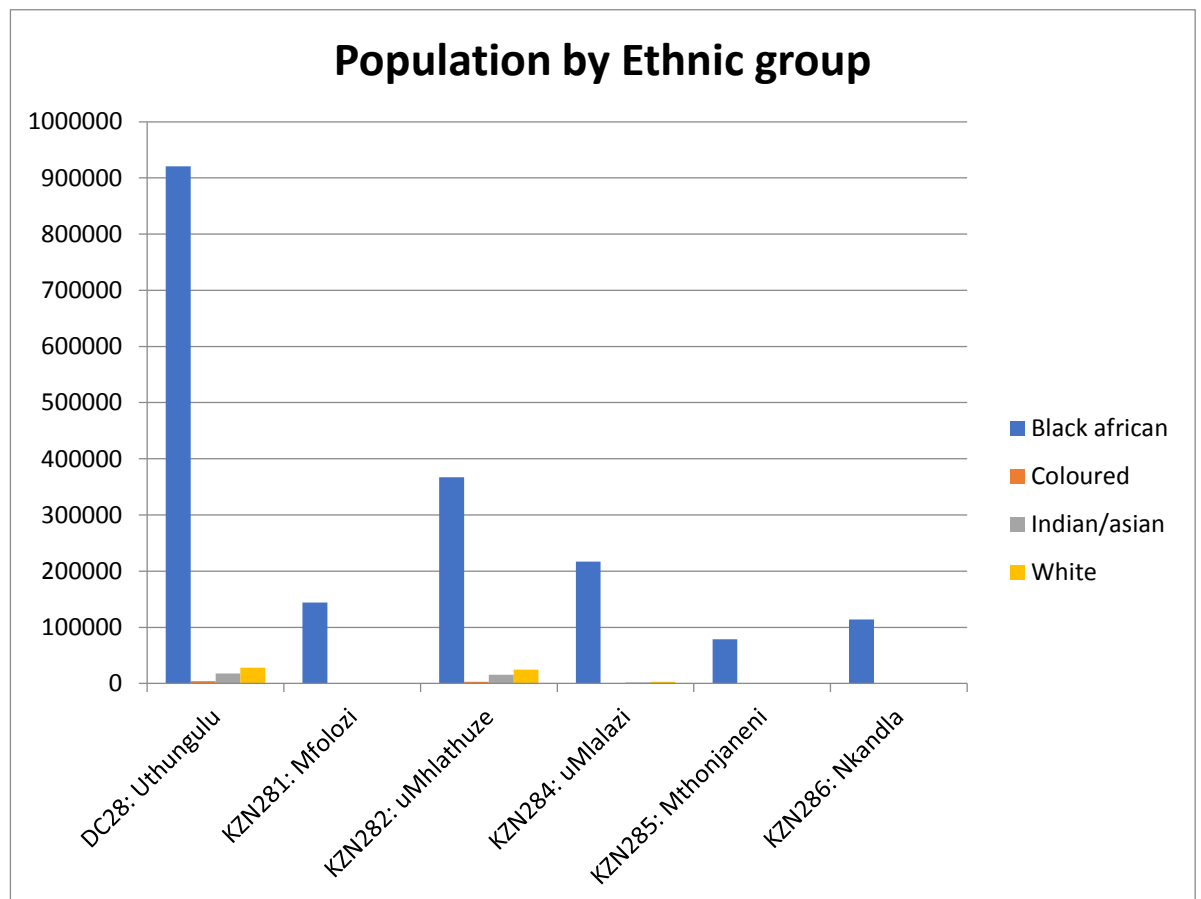
Graph 19: Spoken Language



Source: Stats SA Community Survey 2016

### C2.1.8 POPULATION GROUP

Graph 20: Population Groups



Source: Community Survey 2016: Stats SA

## C2.2 EDUCATION

Education levels are provided for the 2001 and 2011 census years. Comparisons are made with the levels in the country, King Cetshwayo District as well as the local municipalities in King Cetshwayo district. The following table provides a summary of the situation while more explanatory figures are provided hereafter of specific situations.

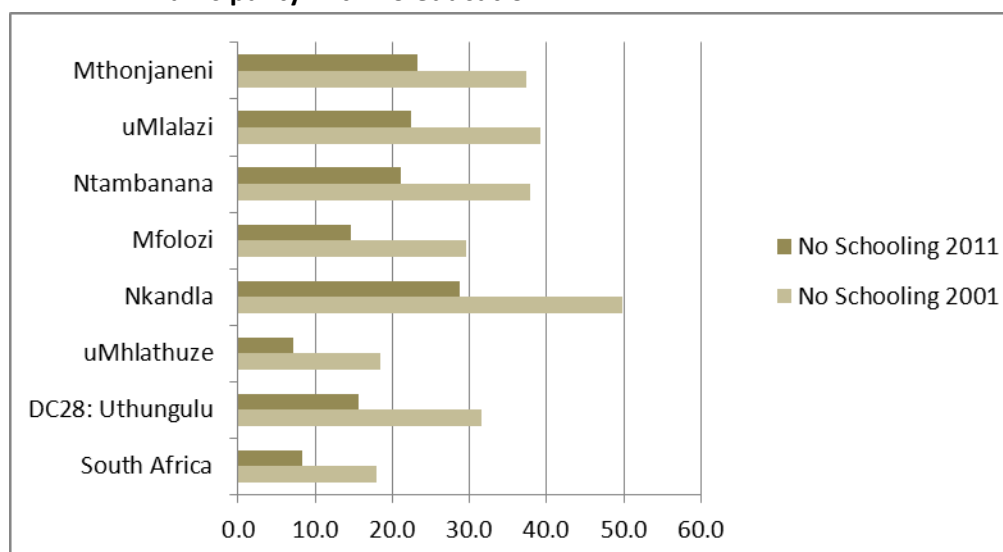
There has been a decline in the higher education levels of the district. There appears to be an improved access to primary education, and numbers of learners not attending school dropped significantly

**Table 28: School Attendance %**

	No Schooling		Higher Education		Matric		Primary Educational Enrolment aged 6-13	
	2001	2011	2001	2011	2001	2011	2001	2011
<b>South Africa</b>	17.9	8.4	8.4	6.7	22.1	27.8	91	93.1
<b>DC28: Uthungulu</b>	31.6	15.7	5.8	4.2	18.3	29.5	88.3	89.6
<b>uMhlathuze</b>	18.5	7.2	10.9	7.3	27.6	36.9	90.1	91.7
<b>Nkandla</b>	49.8	28.8	2.5	1.7	11.5	21.0	88.7	86.7
<b>Mfolozi</b>	29.6	14.6	2.3	1.2	14.5	30.3	89.3	88.2
<b>Ntambanana</b>	38.0	21.2	1.5	0.8	10.4	23.1	86.4	91.3
<b>uMlalazi</b>	39.2	22.5	3.5	2.9	13.2	22.9	87.0	88.9
<b>Mthonjaneni</b>	37.3	23.3	3.9	2.3	14.7	22.1	85.6	88.9

Source: Census 2011

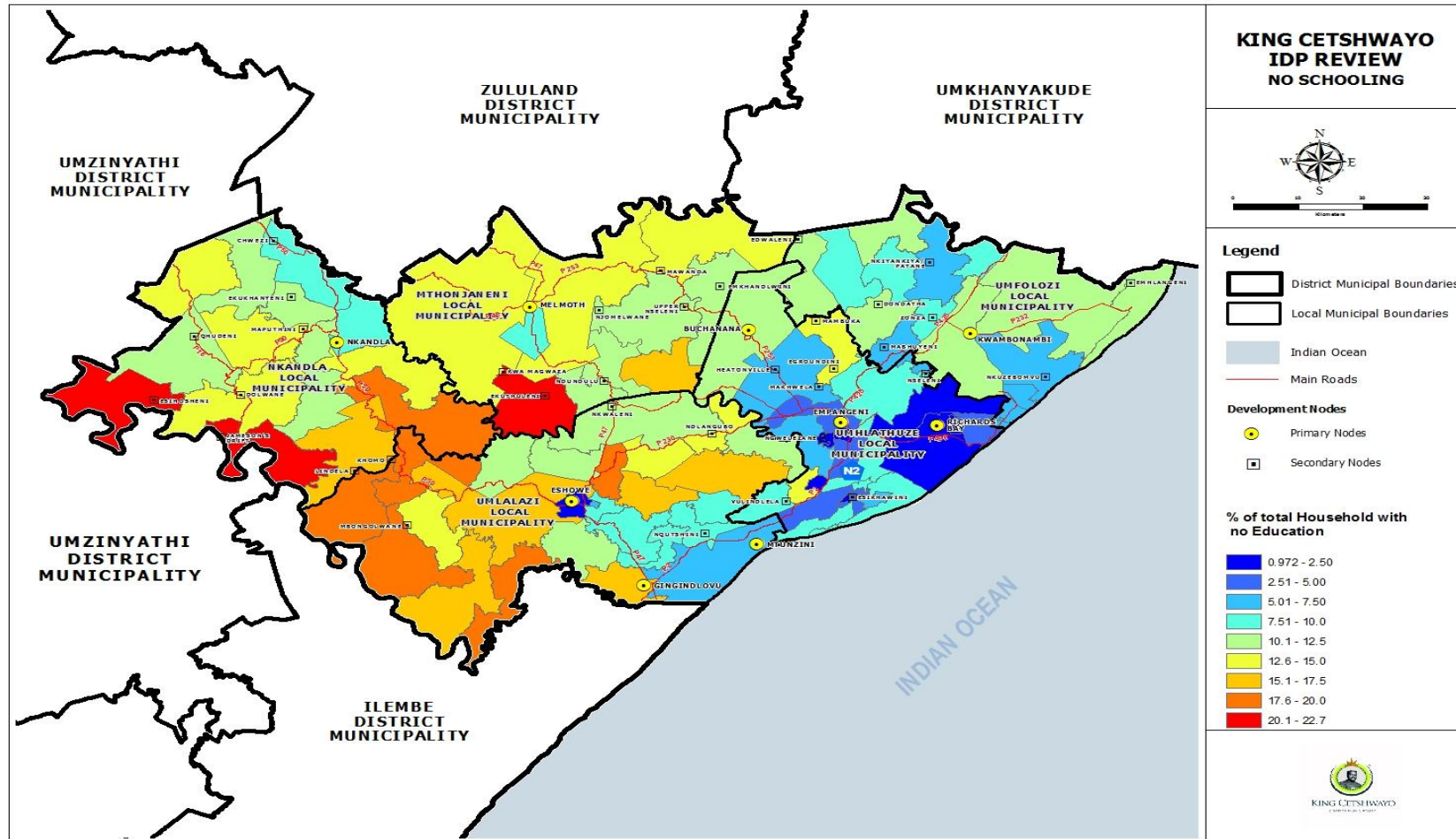
**Graph 21: Percentage of the population aged 20 and above in each Local Municipality with no education**



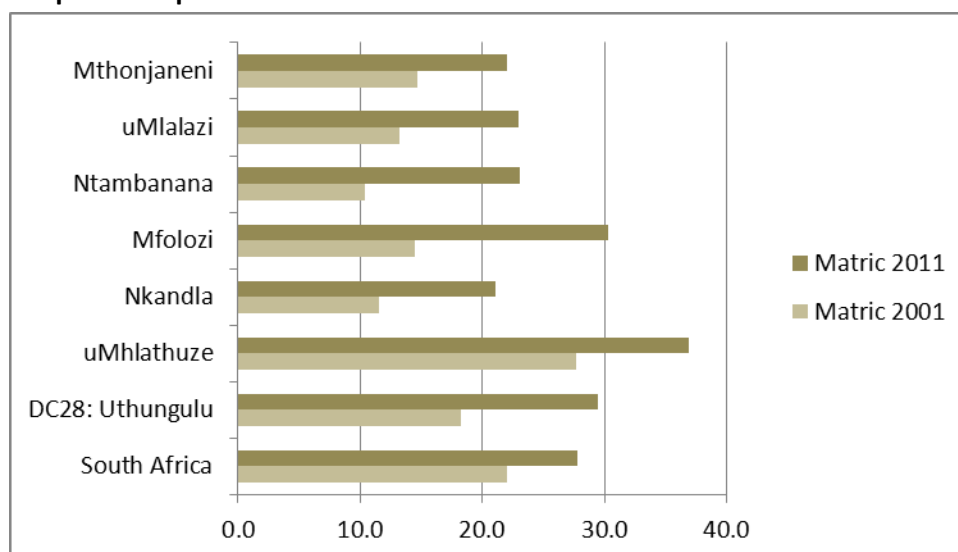
Source: Census 2011



Map 30: No Schooling

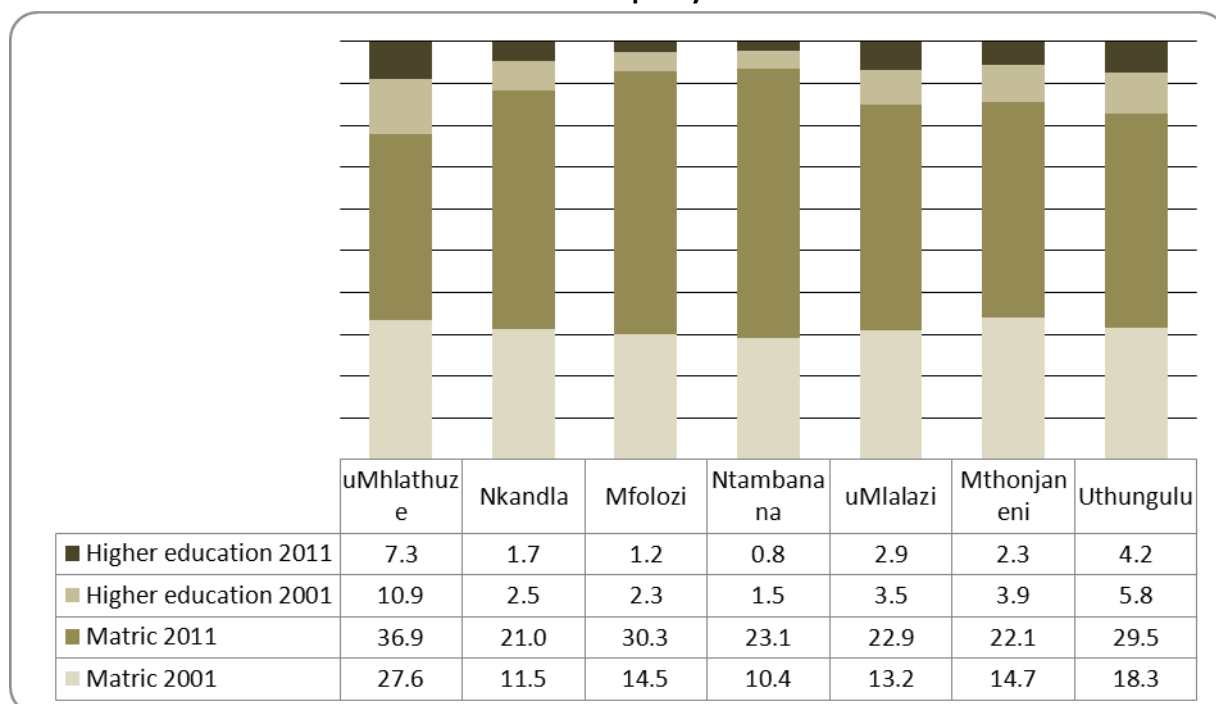


**Graph 22: Population with Matric Pass -2001 and 2011**



Source: Census 2011

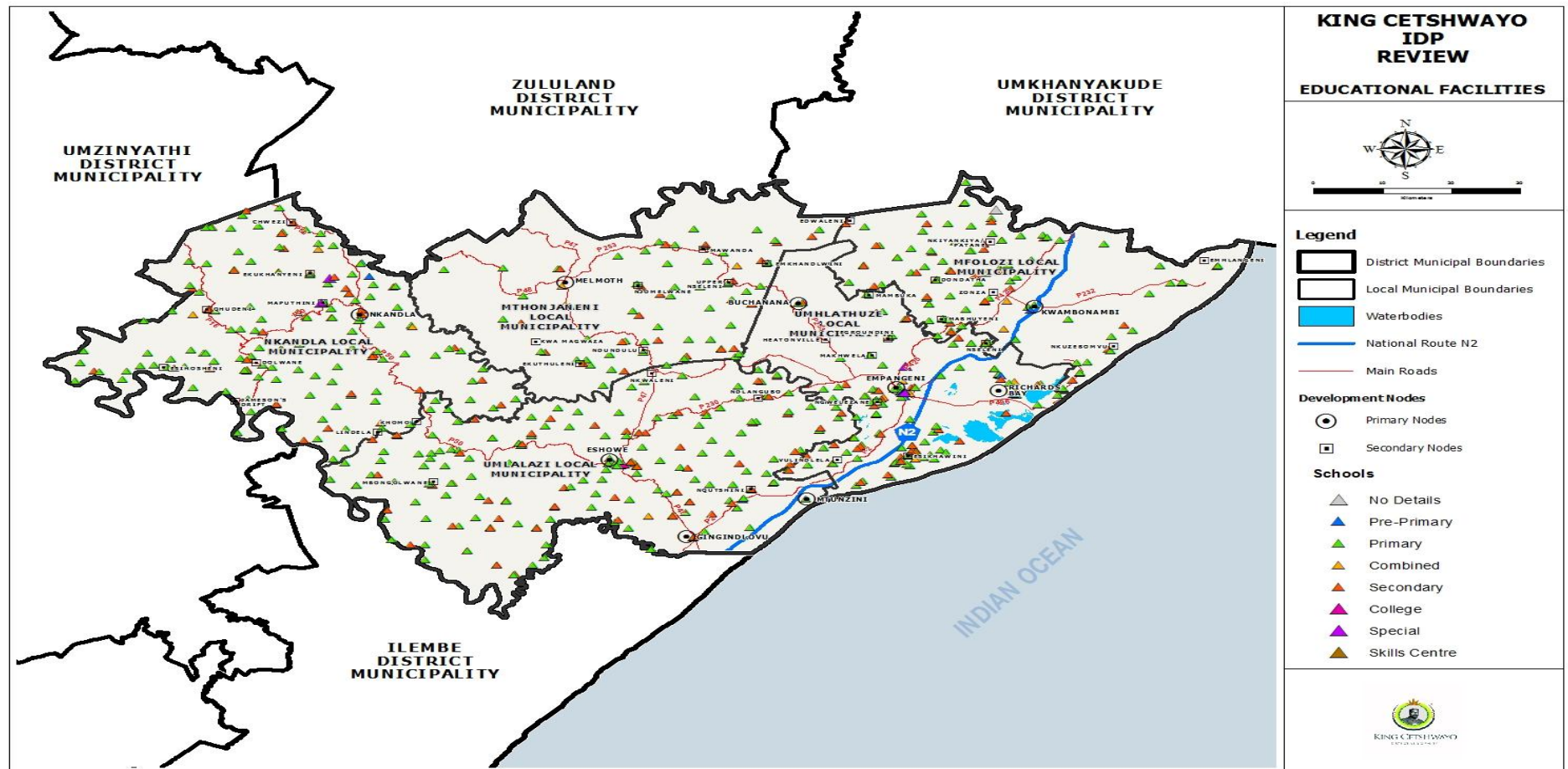
**Graph 23: Distribution of the population aged 20 years and older by highest level of education attained and district municipality - 2001 and 2011**



Source: Census 2011

It is concerning to note with reference to the previous graph that there has been a decline in the percentage (%) of persons with a higher education. On the contrary, the table indicates that the percentage (%) of persons with a matric qualification has increased in all areas.

Map 31: Education Facilities



## C2.3 HEALTH

The District has one Tertiary hospital, one Regional hospital, six District Hospitals, 63 fixed Clinics, 1 CHC and 19 mobile clinic teams. All the Local Government Clinics in the district have been taken over by the provincial Department of Health. Mfolozi and uMhlathuze sub districts do not have district hospitals and they use Ngwelezana Hospital for district hospital services.

The rural portion of this district has poor road infrastructure which is not tarred and is badly affected by the heavy rains. This has negative impact on the mobile clinic vehicles that are servicing this district. The community relies on public transport which has fixed time schedules and can only attend the clinic services during those specific times, and in this case mobile clinic and other Primary Health Care (PHC) outreach teams are used to improve access to health services. The district is also negatively affected by the increased incidence of state vehicle hijackings and this has affected outreach programs like Clinic medical coverage and school health services (DHP 2017/18).

### 2.3.1 MORTALITY INDICATORS

The following tables indicate the total deaths in King Cetshwayo district as well as the main causes of death.

**Table 29: Mortality Indicators**

Total Deaths 2011			
KZN		104652	
King Cetshwayo		8758	

King Cetshwayo Main Causes of Death		No	%
1	Tuberculosis (A15-A19)**	1 270	14,5
2	Influenza and pneumonia (J09-J18)	501	5,7
3	Other viral diseases (B25-B34)	462	5,3
4	Cerebrovascular diseases (I60-I69)	442	5,0
5	Human immunodeficiency virus [HIV] disease (B20-B24)	418	4,8
6	Other forms of heart disease (I30-I52)	397	4,5
7	Diabetes mellitus (E10-E14)	364	4,2
8	Intestinal infectious diseases (A00-A09)	330	3,8
9	Hypertensive diseases (I10-I15)	237	2,7
10	Certain disorders involving the immune mechanism (D80-D89)	184	2,1
	Other natural causes	3 287	37,5
	Non-natural causes	866	9,9
	<b>All causes</b>	<b>8 758</b>	<b>100,0</b>

Source: Census 2011

### C2.3.2 DISTRICT FACILITIES

**Table 30: Facilities per District**

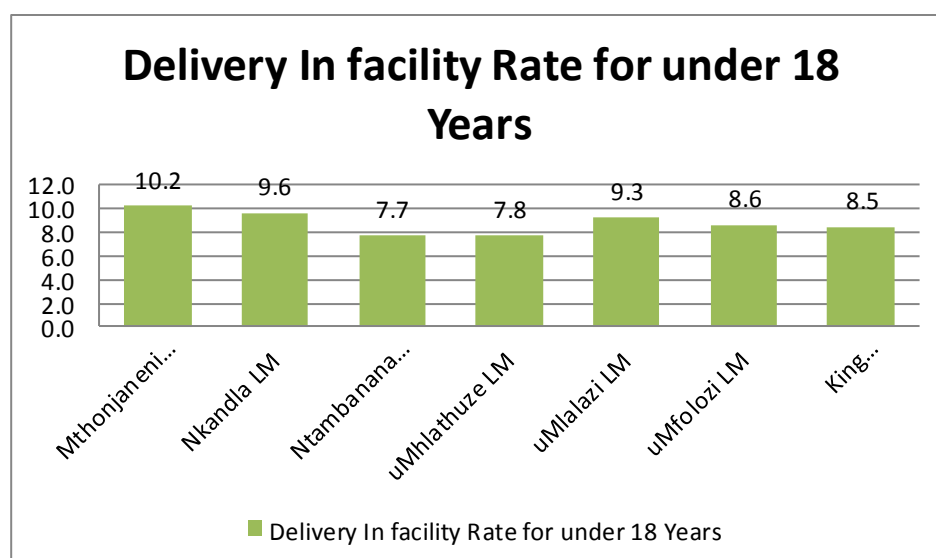
Sub-Districts	Health Posts		Mobiles		Clinics		Community Health Centres (24 x 7)		District Hospitals
	LG	P	LG	P	LG	P	LG	P	
kz Nkandla Local Municipality		1		4		19			2
kz Ntambanana Local Municipality				1		5			0
kz uMlalazi Local Municipality				6		14			3
kz Mbonambi Local Municipality				2		7			0
kz uMhlathuze Local Municipality				4		13		1	0
kz Mthonjaneni Local Municipality		1		2		5			1
<b>District</b>		<b>2</b>		<b>19</b>		<b>63</b>		<b>1</b>	<b>6</b>

Source: DHP 2017/18

The total fixed PHC facilities for King Cetshwayo district increased from 61 (2014/15) to 63 (2015/16) with the addition of two clinics in uMhlathuze sub district. The mobile clinic teams remains 19, 2 health posts and 1CHC. The total district PHC headcount for the district was 2762 385 (2015/16) below the targeted 2955917 for 2015/16. The overall fleet for Mobile clinic vehicles in the district is old and spent most of the time out for repairs. A number of car hijackings had an impact in outreach programmes in the district.

### C2.3.3 FERTILITY RATE

**Graph 24: Delivery in Facility under 18 Years % Rate**



Source: DHIS 2015/16

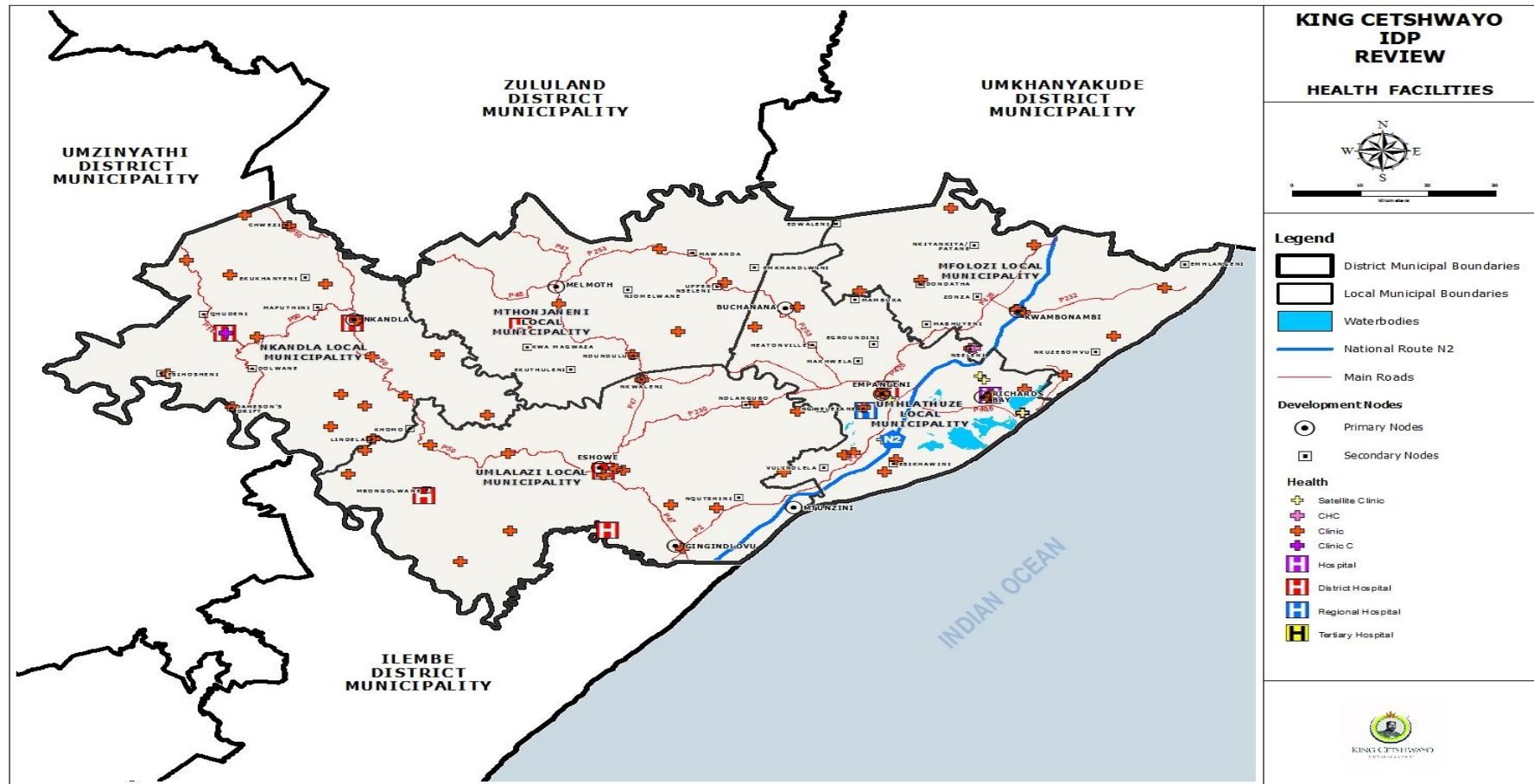
**Table 31: Hospital Birth Deliveries under 18 Years of Age**

Sub-Dis	Total
Mthonjaneni LM	120
Nkandla LM	201
Ntambanana LM	16
uMhlathuze LM	846
uMlalazi LM	370
uMfolozi LM	53
King Cetshwayo District	1 606

**DHIS 2015/16**

The National target is 8 %. Anything above this indicates high teenage pregnancy in the district.

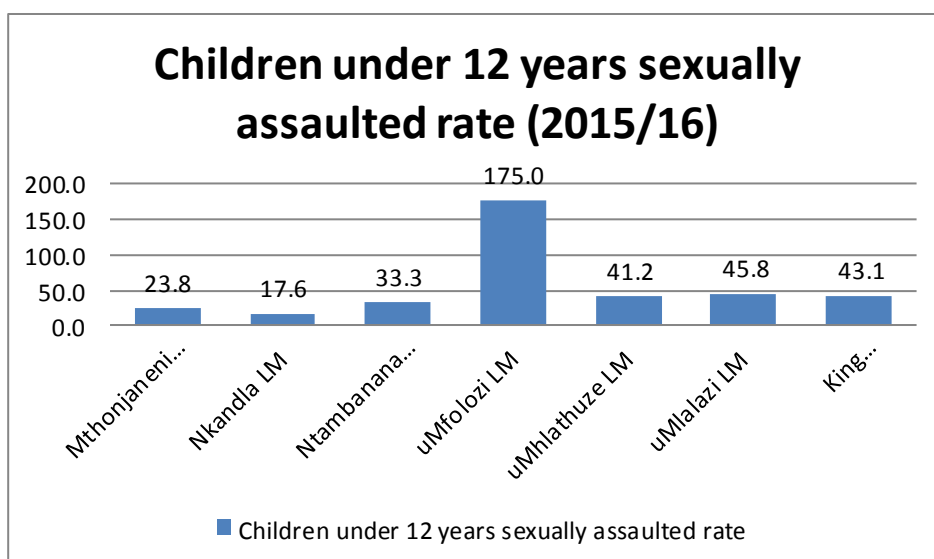
Map 32: Health Facilities





### C2.3.4 SEXUAL ABUSE

Table 32: Under 12 Sexual Assault Rate



Source: DHIS 2015/16

The district will continue with community awareness campaigns and community dialogues to reduce the rate of sexual abuse in children.

### C2.3.2 DEMOGRAPHIC CHALLENGES AND PROJECTS

Table 33: Demographic Challenges

DEMO GRAPHIC	CHALLENGES	PROJECTS 2017/18
Youth	<ul style="list-style-type: none"> <li>Education</li> <li>Recreation,</li> <li>Access to health facilities,</li> <li>Participation in economy</li> </ul>	<ul style="list-style-type: none"> <li>Issuing of Bursaries</li> <li>Develop talent through sports</li> <li>Advocate programmes to communicate health facilities</li> <li>Skills development programmes</li> </ul>
Children	<ul style="list-style-type: none"> <li>Safe environment</li> <li>Insufficient budget</li> </ul>	<ul style="list-style-type: none"> <li>Advocate programmes for children's rights</li> <li>Equipment for Early Child Hood Development Centres</li> </ul>
Elderly	<ul style="list-style-type: none"> <li>Safe environment</li> <li>Recreation,</li> <li>Access to health facilities,</li> <li>Participation in economy</li> <li>Insufficient budget</li> </ul>	<ul style="list-style-type: none"> <li>Golden Games</li> <li>Skills Development programmes</li> <li>Healthy Lifestyle programmes</li> <li>Basic Financial management training</li> </ul>
Disability	<ul style="list-style-type: none"> <li>Education,</li> <li>Recreation,</li> <li>Access to health facilities,</li> <li>Participation in economy</li> <li>Insufficient budget</li> </ul>	<ul style="list-style-type: none"> <li>Skills Development programmes</li> <li>Sign language development and training</li> <li>Advocate programmes to communicate health facilities</li> </ul>

DEMO GRAPHIC	CHALLENGES	PROJECTS 2017/18	
HIV/AIDS	<ul style="list-style-type: none"> <li>• High HIV prevalence in the district</li> <li>• HIV and TB co- infection</li> <li>• High defaulter rate</li> <li>• Inadequate supply of home based care goods e.g. shortage of nutritional porridge, disposable napkins</li> <li>• Poor functionality of Support groups</li> <li>• Access to health facilities</li> <li>• Unemployment</li> <li>• High poverty rate</li> </ul>	<ul style="list-style-type: none"> <li>• Medical Male circumcision campaign in partnership with the Department of Health</li> <li>• Anti- Sugar Daddy Campaign</li> <li>• Dialogue on HIV and AIDS and other social ills</li> </ul>	<ul style="list-style-type: none"> <li>• Wonder Pot Project</li> <li>• One home one garden project</li> <li>• Community gardens</li> <li>• Reed Dance Maidens Programme as part of HIV and AIDS Prevention Strategy</li> <li>• Dialogue on HIV and AIDS and other social ills</li> </ul>

### C3.0 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

#### C3.1 INSTITUTIONAL ARRANGEMENTS

**Table 34: Institutional Arrangements**

VOTE	DEPARTMENT	SERVICE
	<b><i>Municipal Manager</i></b>	
Executive & Council		Board General Expenses
Executive & Council		Department of the Municipal Manager
	<b><i>Planning &amp; Economic Development</i></b>	
Planning & Development		Economic Development
Planning & Development		Planning Shared Services
Planning & Development		Development Planning & Environment
Planning & Development		Fresh Produce Market
Planning & Development		Executive Division – Planning & Development
VOTE	DEPARTMENT	SERVICE
	<b><i>Community Services</i></b>	
Community Services		Executive Division - Community & Social Services
Community Services		Community Services Division
Community Services		Technical Facility - Cemetery
Public Safety		Fire Fighting Services (Shared Services)
Public Safety		Disaster Management
Municipal Health		Municipal Health Services
	<b><i>Corporate Services</i></b>	
Executive & Council		Executive Division – Corporate Services
Executive & Council		Administrative Services Division
Finance & Administration		Management Services/Human Resources
Finance & Administration		Information & Communication Technology
Finance & Administration		Auxiliary Services – King Cetshwayo House
	<b><i>Financial Services</i></b>	
Finance & Administration		Executive Division – Financial
Finance & Administration		Expenditure
Finance & Administration		Procurement (SCM Unit)
Finance & Administration		Budget
Finance & Administration		Finance Interns ( FMG )
Finance & Administration		Management Accounts & Reporting
Water		Consumer Billing & Credit Control
	<b><i>Technical Services</i></b>	
Water		Executive Division – Technical
Water		Municipal Infrastructure – Operations & Maintenance
Water		Municipal Infrastructure Implementation
Water		Project management Unit – MIG
Water		Water Services Authority Division
Water		Water Services Authority Division - SSA
Water		Operations & Maintenance - Western Region (KZ285 & KZ286)
Water		Operations & Maintenance - Southern Region (KZ284)
Water		Operations & Maintenance - Eastern Region (KZ281 & KZ283)
Waste Management		Technical Facility Services - Landfill
Waste Water Management		Waste Water Management

### C3.1.1 POWERS AND FUNCTIONS

In terms of Circular 8/2008: 2008/09 Capacity Assessments and Recommendations: Adjustment of Powers and Functions between District and Local Municipalities in terms of Section 85 of the Local Government: Municipal Structures Act 1998, King Cetshwayo District Municipality has the following powers and functions to fulfil:

**Table 35: King Cetshwayo Powers and Functions**

			KCDM	uMfolozi	uMhlathuze	Ntambanana	uMlalazi	Mthonjaneni	Nkandla
1	S84(1)(a)	Integrated Development Planning for District as a whole	√	√	√	√	√	√	√
2	S84(1)(a)	Potable Water Supply Systems	√	√	×	√	√	√	√
3	S84(1)(c)	Bulk supply of electricity		×	×	×	×	×	×
4	S84(1)(d)	Domestic waste-water and sewage disposal system	√	√	×	√	√	√	√
5	S84(1)(e)	Solid waste disposal sites serving the area of the District Municipality as a whole	√	√	√	√	√	√	√
6	S84(1)(f)	Municipal roads which form an integrated part of a road transport system for the area of the district municipality as a whole	√	√	√	√	√	√	√
7	S84(1)(g)	Regulation of passenger transport services	√	√	√	√	√	√	√
8	S84(1)(h)	Municipal airport serving the area of the district municipality as a whole	√	√	×	√	√	√	√
9	S84(1)(i)	Municipal health serving the area of the district municipality as a whole	√	√	√	√	√	√	√
10	S84(1)(j)	Fire Fighting services for district municipality as a whole	√	√	×	√	×	√	√
11	S84(1)(k)	Fresh produce markets and (Abattoirs) serving the area of the district municipality as a whole	√	√	×	√	√	√	√
12	S84(1)(l)	Cemeteries and Crematoria	√	√	√	√	√	√	√
13	S84(1)(m)	Promotion of local tourism for the District Municipality	√	√	√	√	√	√	√
14	S84(1)(n)	Municipal public works relating to any of the above function or and other functions assigned to the district municipality	√	√	×	√	×	√	√
	S84(1)(o)	the receipt, allocation and if applicable distribution of grants made to the district municipality	√	√	√	√	√	√	√
16	S84(1)(p)	The implementation and collection of taxes, levies and duties as related to the above functions or may be assigned to the District Municipality in terms of National	√	√	√	√	√	√	√
18	Sched 4 B	Building Regulations	√	√	×	√	×	×	√
22	Sched 4 B	Local Tourism	√	√	×	√	×	√	√
	Sched 4 B	Air Pollution	√	√	×	√	√	√	√
40	Sched 5 B	Licencing and control of undertakings that sell food to the public	√	√	√	√	√	√	√
50	Sched 5 B	Refuse removal, refuse dumps, solid waste disposal and cleaning services	√	×	×	√	×	×	×
KEY									
		Function Performed by the Municipality	×						
		Allocated Functions to the District	√						

**Note:** Functions performed by Ntambanana will continue to be provided by the relevant LM after demarcation.

## **C3.2 DEPARTMENTAL FUNCTIONS**

### **C3.2.1 OFFICE OF THE MUNICIPAL MANAGER:**

#### **VISION, MISSION AND CORE VALUES**

##### ● **VISION**

“A municipal manager’s office that promotes an economically sound district with effective infrastructure and a district that empowers people, protects the environment and demonstrates leadership excellence.

##### ● **MISSION**

To develop and maintain effective and efficient managerial processes and practices to ensure the creation of a prosperous district by:

- Managing the provision of a high standard of essential basic services;
- Ensuring management practices that support sustainable local economic development;
- Promoting the encouragement of committing participation in service delivery projects.

##### ● **CORE VALUES**

- To promote the value of integrity among officials;
- To promote transparency in the way that the municipality conducts its business;
- To foster a culture of commitment in respect of service delivery within the municipality’s servicing area;
- To ensure a spirit of cooperation within the municipality, among municipalities within the district, with other districts as well as with provincial and national spheres;
- To promote a culture of innovation in the carrying out of functions and delivery of services to the communities within the servicing area of the district.

##### ● **RESPONSIBILITIES**

The Accountable Officer in terms of prevailing local government legislation and responsible as Chief Executive Officer for the effective and efficient operations of King Cetshwayo District Municipality as an institution remains the Municipal Manager.

It is the responsibility of the Municipal Manager as “Accountable Officer” to:

- Promote sound financial management throughout the municipality;
- Be responsible for all income and expenditure, all assets and the discharge of all liabilities;
- Ensure compliance with the Municipal Finance Management Act (MFMA) No. 56 of 2003;
- Prevent fruitless and wasteful expenditure;
- Disclose all information on debts;

- Ensure the development and implementation of the Integrated Development Plan (IDP), which consists of eleven development strategies upon which the annual budget is based.
- Ensure the further development and implementation of a Performance Management System to measure service delivery in terms of performance indicators of each Key Performance Area (KPA) under the eleven development strategies.
- Co-ordination of Operational Activities within King Cetshwayo District Municipality;
- The promotion of Intergovernmental Relations.

#### ● **PUBLIC RELATIONS MANAGER**

The Public Relations Manager is responsible for the following:

- To promote community participation in local government;
- To promote synergies with the private and public sector to market the district;
- To improve the municipality's public image by communicating in a transparent, effective and pro-active manner;
- Batho Pele and Intergovernmental Relations
- District Communications Forum

#### ● **PERFORMANCE**

- Managing the SDBIP, Organizational Performance Management System (OPMS), as well as the Individual Performance Management System for Section 56 Managers;

#### ● **RISK**

- Managing the Strategic Portfolio of Risk Management inclusive of Fraud Prevention within the municipality by coordinating and facilitating all joint actions by departments

### C3.2.2 PLANNING AND ECONOMIC DEVELOPMENT

#### ● THE EXECUTIVE DIVISION OF THE DEPUTY MUNICIPAL MANAGER:

Planning and Economic Development is responsible for the following strategic portfolios:

- Managing the Strategic Portfolio of Local Economic Development by facilitating new investments and new developments within the district in respect of the sectors of Tourism, Agriculture, Business & Industry and SMME Development.
- Managing King Cetshwayo District Municipality Shared Services Support to participating local municipalities within the district, in respect of Development Planning and Organizational Performance Management Functions.
- Managing all actions and initiatives in respect of the state of Statutory- ; Development - and Spatial Development Planning and Environmental Management (The Environmental Officer is an employee of DEDTEA seconded to the district and support the family of municipalities);
- Managing and review of the King Cetshwayo District Growth and Development Plan.

#### ● ECONOMIC DEVELOPMENT AND PLANNING

##### ***Objectives***

- Promote Local Economic Development;
- Promote the District as a preferred investment destination;
- Promote Local Tourism Development and coordination;
- Promote Agricultural development and implementation;
- Promote SMME Business & Industrial Developments;
- Development Planning support function for District Municipality;
- Integrated Development Planning;
- Statutory Planning
- Environmental Planning and Management.

#### ● ECONOMIC DEVELOPMENT

##### ***Key Performance Areas***

- Facilitation of the Local Economic Development initiatives in the District;
- Facilitate and co-ordinate LED Capacity, Institutional & Operational Support initiatives;
- Marketing of the District as a preferred investment destination;
- Implementation of LED & Tourism projects within the district;
- Marketing of District as a Tourism Destination;
- Promotion, coordination and implementation of Agriculture initiatives in the District;
- SMME, Industrial and Business Development Support Services.

##### ***Objectives***

- Ensuring Economic Growth in the District;
- Attracting Investment to the District;
- Improving the Socio-Economic conditions of residents in the District;



- Establishing the District as a preferred destination for Tourism and Business Investment

#### ***Key Performance Indicators***

- Improving institutional and operational support to SMME's;
- Strengthening the Tourism, Agricultural and Business Sectors in the District;
- Marketing the competitive advantages of investing in King Cetshwayo District;
- Facilitation of the investment process for investors to the District.
- Implementation of specific catalytic intervention projects in the sectors of Agriculture and Tourism

### ● **DEVELOPMENT PLANNING**

#### ***Key Performance Areas***

- Development Planning Function of the District Municipality;
- Ensure compliance with applicable legislation in Development Planning;
- Co-ordination of the 5 year IDP compilation process and the IDP Review Process;
- Undertake alignment of IDP Processes with municipalities, National and Provincial sectoral departments and interested and affected parties.
- Shared Services Planning function;
- Statutory Planning function of the District Municipality as well as Statutory Planning functional support to the family of municipalities.

#### ***Objectives***

- Ensure that Strategic Integrated Development Planning takes place within the District;
- Ensure successful implementation of the Development Planning Shared Services within the District;
- Ensure development takes place within the legislative framework;
- Facilitation of an Integrated Development approach throughout the District.
- Ensure that development complies with Environmental Management legislation.

#### ***Key Performance Indicators***

- Management and implementation of Development Planning Shared Services;
- Compliance with applicable legislation in development planning;
- Ensuring that development takes place according to Spatial Framework;
- Ensuring Performance Management, Budget and IDP alignment;
- Compilation and annual review of District IDP.
- Compliance with Environmental Management legislation.

### C3.2.3 FINANCIAL SERVICES

The overall objectives of the Financial Services Department is the;

- Management of Municipal Budgets and Reporting
- Management of Supply Chain Management
- Management of Municipal Expenditure
- Management of Municipal Assets
- Management of Municipal Revenues
- Annual preparation of Annual Financial Statements

#### ● BUDGET

##### ***Key Performance Areas***

- Compliance with legislation
- Administration of Council's Standard Chart of Accounts
- Implementation of sound internal controls and Risk Management
- Implementation and the annual review of the District's:
- Budget policy
- Virement policy
- Sound Financial Planning
- Sound financial reporting mechanism for the above functions
- Compilation of Financial implications for items serving at all Council Structures
- Compilation of the Budget, Adjustment Budget and midyear review in terms of the MFMA and the Municipal Budget & Reporting Regulations
- Providing Budgetary advice to all departments

##### ***Objectives***

- Preparation of an outcome based budget and enhanced budgetary controls
- Compilation of reports and returns to national, provincial government and the council structures
- Administration of Councils Insurance
- An accurate and effective financial management system
- Monitoring the budget and providing guidance regularly
- Preparation and Champion MSCOA

##### ***Key Performance Indicators***

- Annual review and implementation of Budget related policies
- Co-ordination of budget process in line with Budget Regulations
- Compile and submit monthly, quarterly and annual reports
- Monitor and report of the insurance administration
- Compliance to all legislation, circulars and practice notes
- Issuing compliance guidance to departments
- Compilation of the budget per the regulations
- Compiling the chart of accounts per mSCOA
- Updating the risk register quarterly and ensuring internal controls are strengthened and maintained at all times

## ● REVENUE MANAGEMENT

### ***Key Performance Areas***

- Compliance with legislation and implementation of proper internal controls
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's:
- Credit and Debt control policy
- Indigent policy
- Incentive policy
- Tariff policy
- Reporting on the above policies
- Monitoring of all grant funding as Gazette by National and Provincial departments
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries
- Community awareness campaigns
- Monthly reporting to Cogta on the state of Government debt

### ***Objectives***

- To maintain credit and debt by-laws
- Establishment and maintenance of the indigent register
- Enhance revenue collection and accountability through proper receipting
- Improve the collection of unpaid monies
- Ensure effective and efficient customer service
- Ensure that all grant funding as Gazetted are received and reported.
- An accurate and effective financial management system

### ***Key Performance Indicators***

Annual revision of:

- Credit and debt control policy
- Indigent policy
- Incentive policy
- Tariff policy
- Reporting on the above policies
- Improved debtors collection per targets
- Monthly reporting of grants as gazetted
- Improved debtors collection per targets
- Monthly reporting of grants as gazette and liaise with funding departments
- Implementation of proper internal controls and risk management
- Interact with Technical Services to ensure that all consumers are billed
- Interact with community to promote Revenue related policies and enhance debt collection

## ● **SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

### ***Key Performance Areas***

- Compliance with legislation
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop and implement sound internal controls
- Review, amend and implement the District's Supply Chain Management policy annually and effect changes if applicable
- Implementation of sound internal controls
- Monitoring and controlling of stock counts
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries
- Provide SCM guidance to the organisation

### ***Objectives***

- The implementation and monitoring of the supply chain management policy
- Ensure the effective and efficient management of logistics
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Annual review of Supply Change Management Policy
- Submit reports per Supply Chain Management policy and regulations
- Control and monitor quarterly stock counts
- Control and monitor logistics
- An accurate and effective financial management system
- Implementation of proper internal controls and risk management
- AFS
- Compilation of standard operating procedures for the section
- Provide advice and guidance on SCM policy to all users of the policy

## ● **ASSET MANAGEMENT**

### ***Key Performance Areas***

- Compliance with legislation and implementation of proper internal controls
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's Property , Plant & Equipment (PPE) policy
- Submission of financial information for AFS preparations
- Prompt responses to internal and external audit queries
- Administration of Council's Insurance Portfolio
- Proper planning and control over assets
- Provide input and guidance on the capital plan of the municipality

### ***Objectives***

- The implementation and monitoring of the PPE policy
- Ensure an asset register is maintained by updating regularly
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Annual review of PPE policy
- Administration of the asset register through updating and verification
- Reporting on the asset register
- Implementation of proper internal controls and risk management
- An accurate and effective financial management system
- Ensuring timely payment for capital projects
- Fleet Control is responsible for the internal control and allocation of Councils fleet vehicles.

## **EXPENDITURE**

### ***Key Performance Areas***

- Compliance with legislation
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Prompt payment of all categories of creditors
- Prompt payment of staff salaries and councillor allowances
- An accurate and effective financial management system
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries

### ***Objectives***

- Ensure accurate and timeous payment of all categories of creditors
- Ensure accurate and timeous payment of salaries and councillor allowances inclusive of statutory payments
- An accurate and effective financial management system inclusive of statutory payments

### ***Key Performance Indicators***

- Monitoring of timely payments of all categories of creditors and salaries
- Monitoring of timely payments of staff salaries and councillor allowances, inclusive of statutory payments

## ● **MANAGEMENT ACCOUNTS**

### ***Key Performance Areas***

- Compliance with legislation
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Implementation of sound internal controls
- Implementation and the annual review of the District's:
- Investment and Banking policy
- Borrowing policy
- Develop sound financial reporting mechanism for the above functions
- Preparation of the Annual Financial Statements for Council and its entities
- Investment portfolio administration
- OPMS for finance department
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries

### ***Objectives***

- Compliance with legislation
- Preparation of the Annual Financial Statements
- Cash flow management strategy linked to an investment portfolio
- Reports on loans & investments
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Preparation of Annual Financial Statements for Council and its entities
- Maintain an Investment Register and report thereon
- Maintain a Loan Register and report thereon
- Reporting on financial departments performance (OPMS)
- Management of contracts
- Reporting on Investments and Loans

### C3.2.4 DEPARTMENT: TECHNICAL SERVICE

The Department: Technical Services consists of various sections:

- Water Service Authority
- Municipal Infrastructure Implementation
- Municipal Infrastructure Operations and Maintenance
- Auxiliary Infrastructure Services
- Water Use Efficiency
- Building Control

#### ***Overall Objectives***

- Research and development of new projects
- Preparation of short, medium and long term water development plans and implementation strategies
- Operation and maintenance of water and sanitation schemes
- Implementation of all capital projects of the municipality
- Approval of building plans for Nkandla Local Municipality.
- Operation and management of the Regional Solid Waste site
- Operation and management of the Regional Cemetery site
- Coordination and support of the local municipalities in among other things developing and updating the:
  - Energy Sector Plans,
  - Waste Management Plans
  - Road Asset Management System (RAMS)

An overview and analysis of the functions of per directorate within the Technical Department:-

#### ● **WATER SERVICE AUTHORITY**

##### ***Key Performance Areas***

- Preparation of the Water Services Development Plan
- Formulation and update of water by-laws
- Communicating council policies to the communities
- Formulation of technical guiding principles for tariff formulation and review
- Compilation of the water and sanitation master plan
- Formulation of the survival water distribution plan and strategy
- Water quality management performance assessment
- Formulation and implementation of the water conservation and water demand management strategy



### ***Objectives***

- Monitor the reduction of water services backlog
- Update the water services master plans
- Align projects and budget to the IDP frame
- Ensure that project expenditure is aligned to the cash flows
- Ensure that communities understand the council policies and procedures related to water services operation

### ***Key Performance Indicators***

- Compilation and updating of the WSDP
- Compilation of the water and sanitation master plan
- Doing project feasibility studies (Research and Development)
- Compilation of project business plans
- Formulation of the water services by-laws
- Communicating council policies with the public and other sectors
- Verifying and aligning the KZN infrastructural development projects (housing and industrial) with the WSDP and advise council accordingly of these projects
- Designing of small water project and giving comments to all designs received from the consultants
- Managing and updating project budgets and cash flows and reporting to the external funders
- Preparation of the survival water distribution plan
- Management of water related reports and ensure compliance with the applicable legislation

## **MUNICIPAL INFRASTRUCTURE IMPLEMENTATION**

### ***Key Performance Areas***

- Planning, designing and construction of Landfill Sites
- Planning, designing and construction of Regional cemeteries
- Oversight role of the Energy Sector Plan
- Implementation of new water and sanitation projects
- Approval of building plans for Nkandla Local Municipality
- Management and operation of the Regional Landfill Site
- Management and operation of the Regional Cemetery Site

### ***Objectives***

- To successfully implement the backlog reduction strategy of council related to water services infrastructure
- To successfully implement and complete approved projects in time and within budget
- To support the local municipalities with quality service in terms of the building plan approval and to give proper and accurate guidance related to building inspectorate function

- To oversee the implementation of a comprehensive energy sector plan for the District and proper planning of electricity distribution within the municipalities

#### ***Key Performance Indicators***

- Managing the construction of both water and sanitation projects
- Responsible for the implementation of both the bulk and reticulation networks
- Preparing project progress reports
- Interpretation of drawings
- Preparation of the construction programme for the SMME's
- Approving the material requisitions for the SMME's
- Sourcing and interviewing the newly established SMME's
- Allocating work to the SMME's
- Managing the SMME's and giving feedback on their performance
- Coordinating training in terms of the EPWP requirements
- Approving payments for the SMME's
- Doing project inspections and supporting the site technicians
- Design and construction of all council's approved infrastructural projects and ensuring the following:
  - Construction methods are environmentally sound
  - Construction methods promotes local economic development
  - All projects meet the municipality's objectives in terms of level of service, supply areas (project footprint), construction timeframes
  - Project is constructed in accordance with all standard details of council
  - Progress reports and cash flows are updated and submitted timeously to the relevant committees of council and to the respective Provincial and National government departments
- Building control function for Nkandla Local Municipality
- Operations and maintenance of the Regional Landfill site
- Operations and maintenance of the Regional Cemetery

### **● MUNICIPAL INFRASTRUCTURE OPERATIONS AND MAINTENANCE**

#### ***Key Performance Areas***

- Management of council water services infrastructure (assets)
- Management of the service support agent executing the water service provider function for rural areas and management of other service providers appointed within the directorate
- Management of the council's survival water distribution programme
- Management of borehole development programme of the municipality
- Management of the drinking water quality programme and ensuring compliance with applicable legislation
- Management of the wastewater quality programme and ensuring compliance with applicable legislation
- Implementation of the tanker reduction strategy of the municipality

- Implementation of the water conservation and water demand management strategy of the municipality
- Ensure that the water services infrastructure complies with all OHS act requirements
- Management of the water services call centre

### ***Objectives***

- To keep all the municipality's water and sanitation schemes in good operational conditions
- To ensure that the municipality gets value for money with the appointment of external service providers and that all performance targets in terms of the service level agreements are achieved
- To provide effective management to the water survival programmes and keep all water supply points operational
- To locate new cluster of communities with water that qualifies for the new boreholes and hand-pump and to ensure that all existing hand pumps are operational

### ***Key Performance Indicators***

- Operation and maintenance of all water services infrastructure which includes the following:
  - Ensuring that all rural water schemes are functional
  - Water production is in terms of the applicable specifications and national guidelines
  - Ensuring that all town water networks are functional and without leaks
  - Ensuring that the sewage systems and plants are operational and maintained in accordance with the prevailing legislation
  - Ensuring that water quality tests are done and checked against the SANS 241 specifications
- Responsible for the water loss management
- Responsible for the emergency and drought relief programmes of the municipality which includes the following:
  - Drilling, testing and equipping of new boreholes
  - Repairs and maintenance of hand pumps
  - Spring development and protection
  - Provision of water through the water tankers

## **🟡 WATER USE EFFICIENCY**

### ***Strategy, planning and implementation***

Provide a detailed water resource balance diagram complete with:

- Current demand,
- available supply as per WUL or SLA,
- projected(5year) demand estimate with and
- Without implementing WDM.

Provide MONTHLY and ANNUAL composite IWA water balance diagrams and supporting documents for the complete system as part of the water audit (as a component in the WSDP) as per Reg509 of 2001 Clause10 of the Water Supply Regulations. Balance diagram to specify as a minimum the main components of the IWA balance including Water Losses broken down into:

- System input volumes,
- Billed metered and unmetered usage
- Unbilled Authorized Consumption,
- Water losses broken down into Real and Apparent Losses,
- Free Basic Water, and
- Non-Revenue Water and to be supported by a schematic showing bulk meters, zones and main infrastructure components.

Evidence must be provided of a Council approved WDM strategy and business plan consisting of at least the following:

- Background and Context
- Situation Assessment including a Needs Statement
- Key Issues and Challenges
- Focus Areas of Intervention
- List of Proposed Interventions
- Set targets for demand ,NRW,commercial and real losses.
- Budget and Multi-year Implementation Timeline

Provide details on the actions, budgets, timelines and progress of water demand management activities undertaken. Reg509 of 2001 Clause10.

Percentage of customers who are metered including those who have been supplied with a measuring control device as calculated from the data presented in the summary section:

- Number of customers billed against installed meters

Households billed on a flat rate or on a deemed consumption method as a percentage of all households (not only metered households) in order to indicate percentage or rate of unconfirmed billing.

Provide copy of all water use tariffs:

- for past three years
- Indicating rising block tariff that would discourage high water use (highest tariff at least double lowest tariff).

Water balances for multiple years in line with Reg509 of 2001 Clause10

Provide details of household leak repair programme including:

- Households visited
- Methodology
- Policy
- Costs (audited)

### ● **AUXILIARY INFRASTRUCTURE SERVICES**

Although due to financial constraints this function has not taken off completely, its function is to support the local municipalities in several infrastructural related activities pertaining to:

- Transportation;
- Energy
- Housing
- Sports infrastructure
- Waste management
- Building control is responsible for the upkeep and maintenance of council's buildings.

### **C3.2.5 DEPARTMENT OF COMMUNITY SERVICES**

The Community Services Directorate is responsible for the following services:

- Disaster Management
- Municipal Health Services
- Community & Social Services
- Cemetery & Crematoria

#### ***Overall Objectives***

- Provision of Community Services in the District
- Promotion of social development in the District
- Crime prevention and awareness in the District
- Community awareness on diseases in the District
- Sound co-ordination of the Disaster Management function
- Rendering of Fire Fighting Services
- Environmental Health implementation and monitoring
- Establishment and expansion of Regional Cemetery

#### ***Key Performance Areas***

- Fire Fighting Services
- Disaster Management
- Environmental Awareness and Community education on diseases
- Marginalised Groups
- Community Awareness and education on HIV/Aids
- Expansion of Regional Cemetery

#### ***Key Performance Indicators***

- Rendering of Fire Fighting and Disaster Management services
- Fire Fighting and monitoring
- Management of the Disaster Management Centre
- Maintenance of a safe, healthy and hygienic environment
- Monitor and report on crime

- Celebration of Women's day
- Youth day celebration
- Celebrate Heritage day
- Empowerment of disabled people
- Annual prayer day
- Educate community on HIV/Aids
- Management of Regional Cemetery

### **C3.2.6 DEPARTMENT: CORPORATE SERVICES**

The Department: Corporate Services consists of the following sections:

- Administrative Services
- Human Resource Management
- Information Technology

#### ● **ADMINISTRATIVE SERVICES**

This section is responsible for the smooth and efficient operation of Council and the provision of general administrative services.

##### ***Key Performance Areas***

- **Committee/Secretariat Services**

This Section is responsible for the compilation of agendas, minutes, reports, etc. of Council, EXCO, Portfolio Committees and ad-hoc committees.

- **Registry and Records**

Registry and records keeps and maintains all records of Council, both physical and electronic records.

- **Councillor Support**

This section provides a support service to councillors.

- **Delivery Services**

This section is responsible for the internal and external delivery and distribution of councils communication material, be it agendas, reports, letters, notifications, etc.

- **Printing and Photocopy Services**

All communication material is reproduced in this section.

- Ensure that the access to information manual is revised and updated as per legislation;
- Provision of efficient and effective General Administrative Services

#### ● **MANAGEMENT SERVICES**

- **Recruitment and Selection**

This section is responsible for the recruitment and selection of staff. The recruitment and selection unit further coordinates the implementation of the job evaluation; the section is also responsible for the reviewing and updating of the organizational structure on monthly basis.

- **Skills Development and Training**

Training and development prepare the Work Place Skill Plan as well as the report to equip staff with the necessary skills. The section also coordinates annual Skills Audit questionnaires. Training and development events include bursaries and coordination Learner ships. Training section in consultation with concerned directorates also identify the personal development growth of each employee in the Municipality

- **Human Resource Administration**

HR Administration provides a service to its internal stakeholders and assists with issues such as benefits, leave, allowances, subsidies, etc. The Section also ensures that all Human Resources Policies and Procedures are updated from time to time to ensure compliance with existing legislation and HR best practice.

- **Occupational Health and Safety**

This section monitors compliance with legislation and ensures that measures for a safe and healthy environment for employees are in place. It focuses on implementing corrective measures to eliminate hazards in the workplace.

- **Employee Assistance**

This program takes care of the emotional, physical, psychological, wellbeing of employees and councillors. It is a program that assists employees to deal with problems whether it is experienced at work or at home.

- **Labour Relations**

This section concerns itself with ensuring the existence of healthy labour relationships by: being pro-active in resolving employee grievances/issues, professional handling of disciplinary or misconduct matters, and by championing dialogue through consultation and collaboration.

Employment Equity Plan of the organization is coordinated by this section and it is spread amongst the HR unit including Recruitment and Selection as well as Training and Development.

***Key Performance Indicators***

- Rollout and maintenance of Employee Assistance Programme
- Implementation and compliance with Occupational Health and Safety
- Election and training of Safety Reps
- Skills Development and implementation
- Timeous handling of Grievances and Discipline
- Updated Policies
- Skills shortages identified and addressed



## ● INFORMATION TECHNOLOGY

This section provides the IT infrastructure and systems to help the organization realize its goals and objectives by aligning IT services with the Integrated Development Plan.

### ***Key Performance Areas***

- Email, Internet, Intranet and Document Management Services (DMS)
- Help-desk services
- Provision of software and hardware
- Disaster Recovery Systems
- IT strategy and Master Systems Plan (MSP)

### ***Key Performance Indicators***

- Up-time of 90%+ for email, Internet, Intranet and DMS
- Provide friendly, effective and efficient help-desk services
- Reduce software licensing costs by 20% by introducing less costly systems
- Effective recovery of data after any disaster within 48 hrs
- The IT strategy and MSP is refreshed and aligned with the current IDP

## ● LEGAL SERVICES UNIT

The Legal Services Unit is responsible for the following:

- To manage the provision of comprehensive, efficient and effective legal services to the municipality
- To safeguard the municipality's interests in all legally related matters
- To ensure that the municipality's operations are conducted with the parameters of applicable legislation
- To provide various legal opinions to the municipality
- Is involved in the drafting and vetting of various agreements
- Conducts on-going research to advise the municipality on the latest developments in the legal space
- Plays a vital role in the drafting and the on-going of review of by-laws and attends to legal formalities in respect of the promulgation of same.

### C3.3 HUMAN RESOURCES

#### C3.3.1 ORGANISATIONAL INDICATORS

King Cetshwayo District Municipality currently has a projected number of (507 staff members including Councillors and Traditional Leaders) as at (31 May 2017). During the budget process positions required by departments were reviewed in terms of available funding, savings identified in other accounts, a specific allocation of grant funding, a legislative requirement for the position, and if the position was within the 2016/17 approved multi-year budget.

**Table 36: King Cetshwayo Institutional Analysis**

King Cetshwayo Institutional Analysis		
SUMMARY OF PERSONNEL NUMBERS	2014/2015	16/17
<i>Municipality</i>		
Councilors (Political Office Bearers plus Other)	41	41
Other: Traditional Leaders		8
Snr Managers (Incl. MM)	6	4
Other Managers	13	17
Technical/Professional	128	151
Other Staff (clerical, laborers etc)	288	286
<b>Total Personnel Numbers</b>	<b>476</b>	<b>507</b>

*Source: Corporate Services – Figures as at (31 May 2017)*

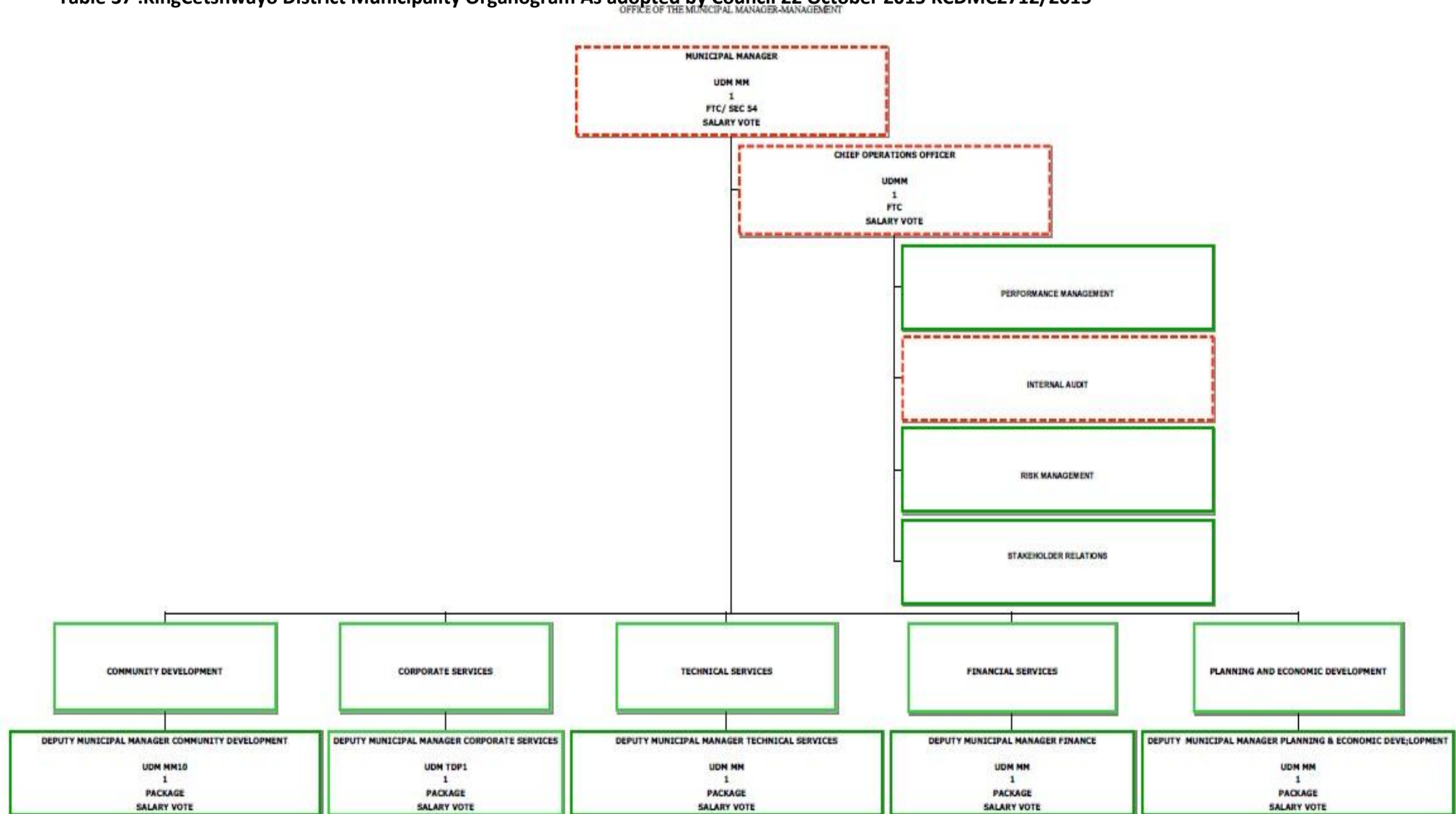
#### C3.3.2 ORGANISATIONAL STRUCTURE

In order to implement the programmes under the 5 key Development Strategies, the administration of King Cetshwayo District Municipality, is organized into 6 Service Units:

- The Office of the Municipal Manager
- The Department: Economic Development and Planning
- The Department: Financial Services
- The Department: Technical Services
- The Department: Community Services
- The Department: Corporate Services

**NOTE:** *Full KCDM Organogram is attached as annexure*

Table 37 :KingCetshwayo District Municipality Organogram As adopted by Council 22 October 2015 KCDMC2712/2015



### C3.3.3 STAFF COMPLEMENT

**Table 38: Staff Complement** indicates the current staff complement and vacancies as per each section/vote for permanent and contract staff as 31 May 2017

DEPT	SECTION (Sub Votes)	BUDGETED STAFF	CURRENT STAFF	VACANCIES
<b>Department of the Municipal Manager</b>	Department of the Municipal Manager - 111004	15	12	3
<b>Department of Deputy Municipal Manager Economic Development &amp; Planning</b>	Executive Division - Planning & Development - 113006	2	0	2
	Economic Development- 113001	9	6	2
	Planning Shared Services - 113003	1	1	0
	Development Planning & Environment - 113004	4	4	0
	Fresh Produce Market - 113005	0	0	0
<b>Department of Community Services</b>	Executive Division - Community & Social Services - 114004	2	2	0
	Community Services Division - 114001	17	12	5
	Technical Facility Services - Cemetery - 114003	9	9	0
	Fire Fighting Services (Shared Services) - 116001	0	0	0
	Environmental Health Services: Municipal Health Services - 117001	29	29	0
	Public Safety Disaster Management - 114002	9	8	1
<b>Department of Corporate Services</b>	Executive Division - Corporate Services - 111002	4	3	1
	Administrative Services Division - 111003	40	37	3
	Public Participation -111008	2	2	0
	Management Services / Human Resources - 112001	22	20	2
	Information & Communication Technology - 112010	8	8	0
	Property Services - Satellite Offices - 112006	3	3	0
	Executive Division – Financial - 112002	6	6	0
	Expenditure - 112004	13	13	0
<b>Department of Financial Services</b>	Procurement (SCM Unit) - 112011	24	22	2
	Budget - 112008	8	8	0
	Finance Interns - 112009	4	4	0
	Management Accounts & Reporting - 112012	3	3	0
	Consumer Billing & Credit Control - 124003	42	41	1
	Asset Management - 112013	14	12	2
<b>Department of Technical Services</b>	Executive Division Technical - 115001	2	1	1
	Municipal Infrastructure – Operations & Maintenance - 115002	17	16	1
	Municipal Infrastructure Implementation - 115003	7	6	1
	Project management Unit – MIG - 115007	9	8	1
	Water Services Authority Division -124001	19	15	4
	Water Services Authority Division -SSA 124002	45	41	4

DEPT	SECTION (Sub Votes)	BUDGETED STAFF	CURRENT STAFF	VACANCIES
	Operations & Maintenance - Western Region (KZ285 & KZ286) – 124004	13	10	3
	Operations & Maintenance - Southern Region (KZ284) - 124005	47	41	6
	Operations & Maintenance - Eastern Region (KZ281 & KZ283) -124006	10	9	1
	Water Use Efficiency-124007	7	3	4
	Technical Facility Services Landfill - 122001	13	12	1
	Sanitation - 125001	16	16	0
	Auxiliary Services -115006	2	0	2
	Portable & Waste treatment -124008	16	16	0
<b>Total Staff Complement</b>		<b>512</b>	<b>458</b>	<b>54</b>

TITLE	NUMBER
Total number of positions on organogram	<b>512</b>
Total positions filled as at 31 May 2017	<b>458</b>
Total number of Councillors including Traditional Leaders	<b>49</b>
Total number positions vacant	<b>54</b>

### C3.3.4 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

**Table 39: Critical Posts – As at (31 May 2017)**

POST VACANT	DEPT	STATUS VACANCY OCCURRED	DATE POST VACANT	RECRUITMENT PROGRESS REPORT COMMENTS AS 30 MAY 2017	REASONS POST NOT FILLED WITHIN THREE MONTHS
DEPUTY MUNICIPAL MANAGER: TECHNICAL PLANNING AND ECONOMIC DEVELOPMENT	PLANNING	Turnover position 2016/17	01-Sep-16	The positions was re-advertised on 14 May 2017 and the closing date will be 13 June 2017.	Council resolved to re-advertise the position
DEPUTY MUNICIPAL MANAGER: TECHNICAL SERVICE	Technical	Turnover position 2016/17	01-Jul-16	The position was re-advertised on 14 May 2017 and the closing date will be 13 June 2017.	Council resolved to re-advertise the position

### Section 54/56 positions as at 17 May 2017

Section 54/56	Filled/Not Filled
Municipal Manager	Filled
Deputy Municipal Manager Finance	Filled
Deputy Municipal Manager Community Services	Filled
Deputy Municipal Manager: Corporate Services	Filled
Deputy Municipal Manager Planning and Economic Development	Not Filled
Deputy Municipal Manager Technical Services Department	Not Filled

#### ● ADDITIONAL SUPPORT PROVIDED

Environmental Officer – An Environmental Officer has been deployed by the National Department of Environmental Affairs: Local Government Support to support the King Cetshwayo DM & the family of Local Municipalities with environmental management planning and issues.

#### C3.3.5 EMPLOYMENT EQUITY PLAN

KCDM Employment Equity Plan will be adopted on 30 September 2017 and will be implemented from 2017 until 2020. The main objective of the Employment Equity Plan is mainly on achieving transformation and equality in the workplace by promoting equal opportunity and fair treatment in the employment through the elimination of unfair discrimination.

### **C3.3.6 EMPLOYMENT OF DISABLED EMPLOYEES**

Department of labour require that employers must employ a total of 2% disabled persons. Council currently has 15 known disabled employees: 2.93% to the total establishment of 458 which is above the norm of 2%. In order to attract people with disabilities, positions which are suitable for people with disabilities are to be identified and will be stated as such on the advertisements

### **C3.3.7 LABOUR RELATIONS**

The main focus of Labour Relations is to manage and strengthen relations between Organised Labour and Management.

South African Local Government Bargaining Council (SALGBC).

All disciplinary processes and grievance processes are dealt with in terms of the Collective Agreements agreed upon by SALGA and Organised Labour. Appeals are also dealt with in terms of the same Collective Agreement until cases are referred to the Bargaining Council. Labour Relations also represents Council with cases which appear before the Bargaining Council and the CCMA.

The Labour Relations section is also responsible for the following:

- Facilitation of preparation meetings for Local Labour Forum (LLF prep);
- Attending of Local Labour Forum meetings;
- Assisting Employee Assistance Programme (EAP) with drug and alcohol awareness sessions with employees;
- Workshop disciplinary process and procedures with employees;
- Foster better relationships between management and Organised Labour;
- Assist and advise line management and employees on good line management.

### **C3.3.8 HUMAN RESOURCE STRATEGY**

A human resource strategy is a long-term plan of action based on the human resource priorities. The plan must ensure that employees have the right skills and motivation as a contribution to future of the municipality. The strategy requires a knowledgeable and experienced workforce with excellent leadership.

The Human Resources Strategy is finalized administratively it had served in Corporate Services Portfolio Committee in June 2016; however it was deferred to be in line with the new Council. It may be approved by the third quarter of 16/17 Financial Year.

The Human Resources Strategy served in Corporate Services Portfolio Committee on 17 February 2017. There is a view on the Human Resources Development proposition and its contribution towards achieving the municipality's outcome. The strategic role of HRD is to facilitate improvement in performance through its personnel and involves the following:

- Facilitate business transformation by developing leaders through succession programmes, building capacity in operational planning and forecasting future needs, attract and retain the key skills for development purposes.
- Build the capacity of line managers to manage effectively and efficiently
- Ensure that the HRD strategy is aligned to and supports the business strategy
- Ensure the development of sustainable skills which includes critical skills for the ever-changing and demanding environment.

### **C3.3.9 HUMAN RESOURCES DEVELOPMENT**

Investment in employee development and training is a focus to support KCDM employees. The strategy will empower the human talent and enhance their knowledge base and to maximize their performance. KCDM believe that the focus on building capacity through developing all levels of employees can create a sustainable environment.

KCDM currently employs 458 employees excluding councilors and 49 councilors including the traditional leaders and is committed to employee development

### **C3.3.10 HUMAN RESOURCE DEVELOPMENT PLAN**

- **Convert strategy**

This strategy will be used where critical skills in the municipality can be redirected through training and development of existing employees using internal skills development strategies (mentoring, coaching, on job training). The convert strategy will focus on core scarce and critical skills through retraining. This will be achieved through learnerships, training interventions and recognition of prior learning.

- **Create Strategy**

Create strategy will be used to create a skills pool that would address future skills demands in the municipality. This will be achieved through capacitating existing employees within the identified areas of critical and scarce skills. The assessment, reviews and mentorship programme will be undertaken to assess its success as a skill development and retention strategy. The municipality has plans to provide a range of training for managers to equip them to coach, empower and lead staff effectively and provide an environment which motivates staff.

- **Integrated Talent Management Program includes**

- Senior Leadership Development
- Municipal Finance Management Program (MFMP)
- Management Development Program (MDP)
- Emerging Managers Program (EMP)
- Competent Project Management program
- Coaching and Mentoring Program
- Local Government Accounting Learnership
- Adult Education and Training Level NQF Level 3
- Artisan Plumber Trade Test
- Advanced Labour Relation Management (ALRM)
- Management Advanced Programme (MAP)



- **Succession Development Plan**

The Succession Development Plan is a programme with the focus on general management development, the development of specific competencies based on a thorough candidate assessment, team development and various other organization competencies. The Municipality is in the process of reviewing the succession and retention policy.

### **C3.3.11 HUMAN RESOURCE ADMINISTRATION**

Human resources strategy provides oversight to each of the functional units, and provides guidance and advice to management on personnel matters such as salary and benefits, employee data management and recording of turnover. The municipality has moved from the manual capturing of leave to the Electronic Self Service (ESS).

The municipality is also embarking on introducing the electronic recruitment system which will enable the applicants to apply online, however the pilot project will start for only internal applications before it is rolled out externally. The project is anticipated to start in 17/18 Financial Year

- **Human Resources Development Plan (WSP)**

The annual training report (ATR) for 2016/2017 and workplace skills plan (WSP) 2017/2018 Financial Year is in place, it was submitted to the Local Government SETA 18 April 2017. The municipality is promoting that all employees need to acquire structured trainings that are NQF aligned, that improves efficiency and performance in the work place.

- **Councillors Intervention:**

Councillors undergo induction program after the new term of office, and they will also be registered in structured courses to equip them with skills to perform in a rapidly changing environment. A five year Councilor Development Program will be design in response to municipal service delivery and skills development needs of the councillors. Through this programme will councillors gain the skills that are required for them to respond effectively to the needs and expectations of the community and perform efficiently in their roles.

- HRA Administration strategy provides oversight to each of the HRA functional units, and provides guidance and advice to management on personnel matters, such as organizational structure, salary and benefits, employee data management, training and development, performance management and recording of terminations.
- The personnel policies and practices, proposed legislation, improvement of personnel systems and processes are other important responsibilities.
- The unit is also responsible for the establishment and maintenance of classification for all positions in the municipality.
- HRA serves as the liaison on personnel matters with various sections and departments within the municipality

### **C3.3.12 HUMAN RESOURCE POLICIES AND LEGISLATION**

#### **● CODE OF CONDUCT**

Councilors and staff members are required to sign a Code of Conduct and Declaration of Financial Interest form on an annual basis, which must be certified by a Commissioner of Oaths. These records are kept for internal and external audit purposes.

#### **● HR DEVELOPMENT PLAN (WORKPLACE SKILLS PLAN)**

A Workplace Skills Plan is in place and it focuses, inter alia, on the following:

- Employment profile
- Employee qualification profile
- Strategic objectives
- Annual training and skills priorities
- Education and training interventions required to achieve training and skills development priorities
- Number of beneficiaries to be trained
- Learner ship skills programmes and apprenticeships
- Quality assurance - Providers to be used for planned training and development activities
- Employment Equity Plan

The Focal Areas of King Cetshwayo Employment Equity Plan are as follow:

- Job Grading
- Communication
- Culture
- Recognition
- Succession Planning
- Recruitment & Selection
- Set Numerical Targets per Employment Category
- Employment of people with disabilities

### **C3.3.13 EMPLOYEE ASSISTANCE PROGRAMME (EAP)**

KCDM values employees as the most important asset to sustain the organisation. KCDM takes responsibility for helping employees to deal with pressures of life. Thus, this organization has undertaken to provide its employees with an Employee Assistance Programme (EAP).

EAP is a work based intervention programme aimed at an early identification and resolving of the employees personal and work related problems, which may have an adverse effect in their work performance.

The total wellbeing of employees adds up to the wellbeing of the municipality. Therefore, the Employee Assistance Programme (EAP) addresses the Municipality's commitment to assist employees to deal with their social and emotional pressures in order to sustain effective performance and remain productive members. This may enhance the

municipality's profitability by reducing absenteeism, turnover, tardiness, accidents, medical claims and thus, improving service delivery.

The Employee Assistance Programme (EAP) section works tirelessly to assist employees and their family members in need of counselling assistance. Some of their achievements are noted hereunder:

- EAP Supervisory and Managers Training
- Employee Wellness Day/S (Health Screening Day/S)
- The municipality has taken an initiative on annual basis to participate in cancer awareness and HIV/AIDS campaigns
- The section conducts basic counselling and trauma debriefing sessions
- The section coordinated financial literacy education training workshops, mainly to focus on the importance of budgeting and saving.
- Alcohol and drug abuse awareness sessions were held throughout the Municipality in partnership with South African National Council on Alcoholism (SANCA) and South African Police Services (SAPS) to alert employees about the dangers of alcohol abuse and the consequences of drinking on duty.
- The EAP section is continually motivating staff through The EAP Motivational Corner, an informative and topical column in the organisation's internal newsletter.

#### **C3.3.14 OCCUPATION HEALTH AND SAFETY (OHS)**

The vision of the OHS Section is to create a work environment where hazards and associated risks are eliminated and/ or mitigated through our OHS solutions, support and training, thereby ensuring that all employees and contractors are equipped to work together in order to achieve a safe and healthy working environment for all.

The following are strategic priorities for the OHS Section.

- To build "Sensible Health and Safety" in to Council's health and safety culture.
- To ensure that Council is a "learning" organisation by improving the way health and safety incidents are recorded, investigated and how lessons learnt from internal and external organisations are communicated.
- To improve the way that health and safety performance is measured and monitored.
- To develop leadership skills for managers to improve health and safety performance.
- To ensure that all people involved in delivery of Council services have the appropriate levels of competency to address their health and safety responsibilities.
- To ensure that where Council contracts out work to other organisations or works in partnership with other organisations the occupational health and safety risks are properly and satisfactorily addressed.

### **C3.4 ICT GOVERNANCE FRAMEWORK**

The District Municipality updated its ICT Governance Charter in line with DSPA recommendations as of June 2015. In respect of the Framework that is already in place, the Auditor General in their audit of the 2014-15 year found that the ICT Policy Framework is already in line with the DSPA requirements. The Municipality is also aware of Circular 29 of 2014 - ICT Policy Framework and the possible ramifications it may have on the current framework going forward. The Municipality will ensure that the already compliant ICT Policy Framework remains aligned with DSPA requirements as and when changes are forthcoming.

In terms of the IT Strategy, this too was found by the Auditor General to be compliant and aligned with the current IDP. In order to ensure that the Municipal Leadership, both political and administrative, reviews will be held annually to ensure that the Strategy is updated and supportive of the IDP.

### **C3.5 POLITICAL COMMITTEES**

The municipality has a council led by Cllr –Speaker and consisting of 41 members

The executive committee is led by the Mayor and consists of 8 members. Council established the following committees in terms of section 80 of the Municipal Structures act:

- Corporate Services
- Community Services
- Technical Services
- Financial Services
- Planning Committee

Council established the following committees in terms of section 129 of the Municipal Finance Management Act, and sections 33 and 79 of the Municipal Structures Act.

- Rules Committee
- Municipal Public Accounts Committee (MPAC)
- Audit Committee
- Performance Audit Committee

### **C3.6 AUDITOR GENERAL (AG) CONCERNS**

No AG concerns mentioned.

### **C3.7 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS**

Municipal Transformation in King Cetshwayo is the development of institutional systems and processes to support the District's development strategies and initiatives. Municipal transformation deals with transforming the organisation into a sustainable high performance organisation, in which employees are developed, valued, empowered and motivated, quality management, is embedded in all managerial practices and processes, and service delivery in terms of the IDP takes priority.

#### **● STRENGTHS AND OPPORTUNITIES**

- Back to Basic in Place
- Well-functioning EXCO and Council structures
- Communication Strategy approved by Council annually
- IDP Alignment processes take place on a quarterly basis
- Implementation of the KCDM Economic Development Framework:
- Towards a Green Economy by the LED Structures created further opportunities for growth and development
- Functional GIS section
- Planning Shared Services
- HR Development Plan and Employment Equity Plan in place
- Compliance with financial requirements and submission deadlines according to all procedures and policies in place
- Compliance with SCM requirements
- No Auditor General concerns

#### **● WEAKNESS AND THREATS**

- Programmes on hold due to lack of funding. The KCDM is predominantly dependant on financial grants.
- Lack of skills within the organisation remains a huge challenge
- The portfolio committees are functional with limited instances where meetings are postponed due to the absence of quorum. In those limited instances the Municipal Whip convenes meeting with party whips to discuss Councillor Attendance as a measure to reduce instances of meetings that are postponed due to the lack of quorum.

## C4.0 BASIC SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

### C4.1 WATER & SANITATION

King Cetshwayo District Municipality, in terms of the Water Services Act, is the Water Services Authority in respect of its area of jurisdiction, apart from the City of uMhlatuze.

The WSA has a duty to all consumers, or potential consumers, in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water supply and sanitation (collectively referred to as water services). As a WSA, King Cetshwayo District Municipality focuses on water services and on providing at least a basic level of service to consumers in its area of jurisdiction.

#### C4.1.1 WATER

King Cetshwayo District Municipality as WSA has a number of initiatives underway, notably:

- Water loss management strategy
- Water meter installation
- Water quality improvement interventions

The Water Services Development Plan (WSDP) is an important tool in achieving set objectives and feeds information into the Integrated Development Plan (IDP).

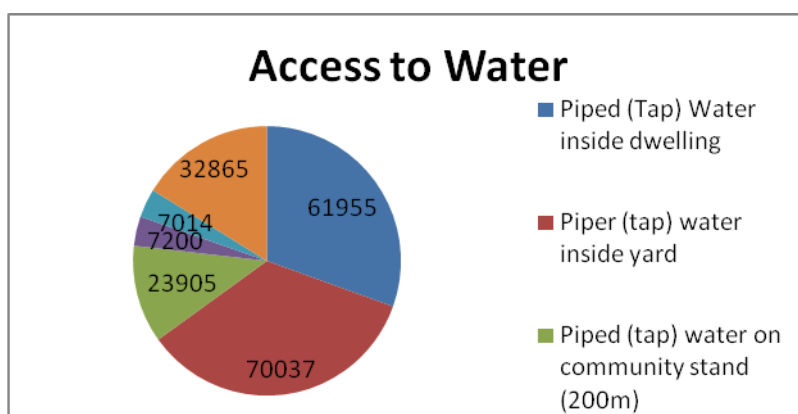
According to the 2011 census, there has been an increase in the number of households with water inside their yards and well as access to communal stands. The following table comparing the 2001 and 2011 census results is provided:

**Table 40: Access to Water Sources**

Piped water Inside			Piped water on communal stand			No Access		
1996	2001	2011	1996	2001	2011	1996	2001	2011
26.6	38.1	65	4.7	17	18.8	66.2	44.9	16.2

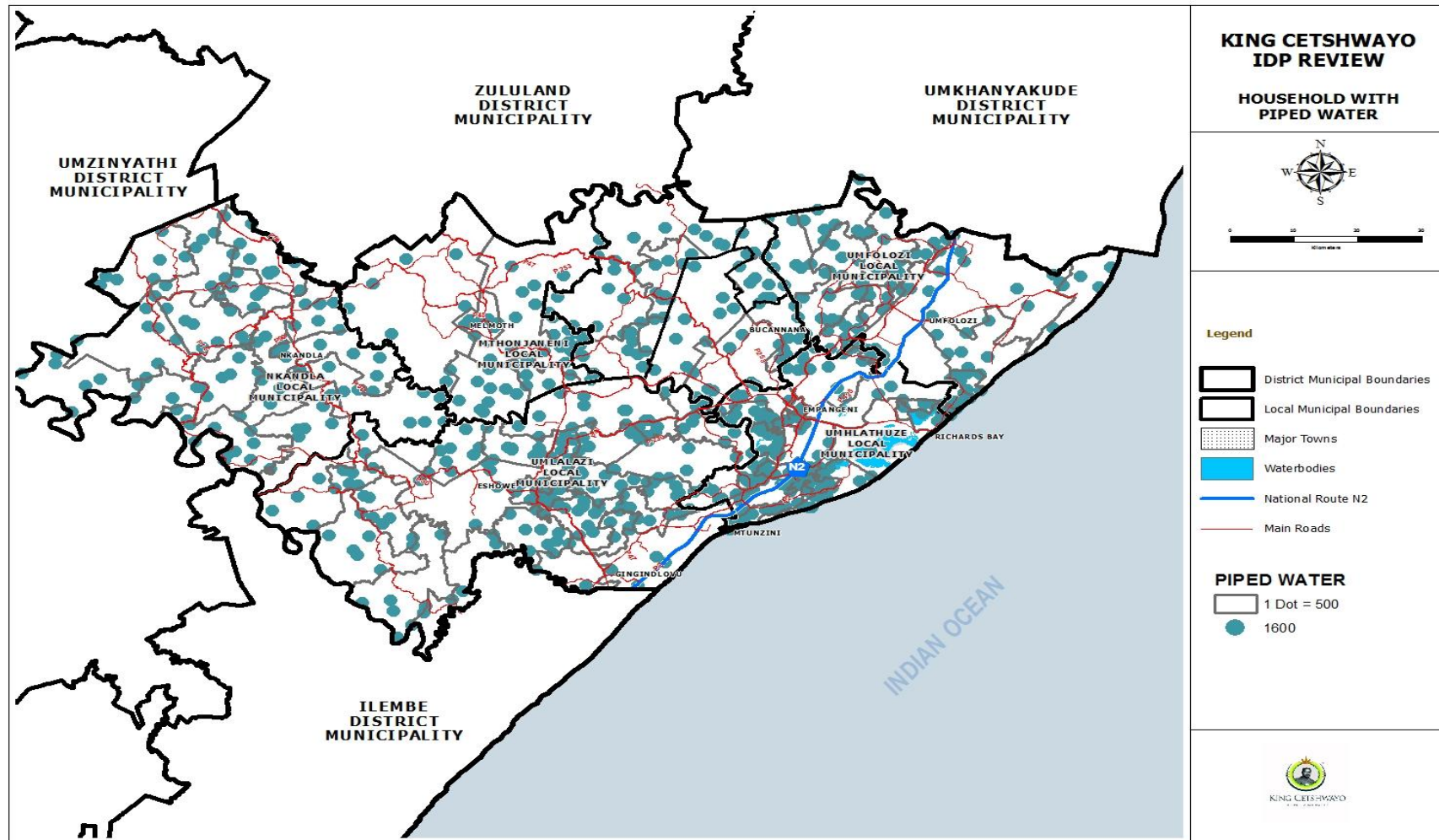
Source: 2011 Census

**Graph 25: Access to Water**



Source Census 2011

Map 33: Water Services – With Piped Water



**Table 41: Survey of Rivers within the District**

KZ	RIVER NAME	COMMENTS
281 uMfolozi Municipality	4. uMfolozi River	Currently Dry
	5. Small localized dams throughout the Municipality	Dry
282 uMhlathuze	5. Nsezi	Partially Dry
	6. uMhlathuze	Partially Dry
	7. Lake Chubu	Partially Dry
	8. Lake Mzingazi	23%
284 uMlalazi	1. Mhlathuzana	Dry
	2. Ruth Ledge	52.5% capacity
	3. Sihlangu	20% capacity
	4. Ntenjane	Dry
	5. Matigulu River	40% capacity
	6. Phobane Lake	27.4%
	7. Ndlovini	Dry
	8. Thukela River	40% capacity
285 Mthonjaneni	1. Melmoth Dam	90% capacity
286 Nkandla	1. Mhlathuze River	Partially Dry
	2. Nsuze River	40%
	3. Thukela River	40% capacity

All of the above is the result of expenditure in water and related infrastructure. Such expenditure is guided by the Water Services Development Plan (WSDP) and O&M Plan.

PLAN	PHASE	STATUS
WSDP	Phase 1	Completed
	Phase 2	Completed
	Phase 3	Planning stage

When WSDP was going under review, WSD introduced a work based WSDP which resulted in change of scope for the appointed consultant and started with this work based WSDP. The scope of the work based WSDP was broad which resulted in it being done in phases since it exceeded the appointment of the consultant. Phase 1 & 2 of the work based WSDP was completed in April 2016 and Technical services is still doing the planning for phase 3 which will be implemented in 2017/18.

The following tasks were accepted as the project plan by KCDM and endorsed by DWS. The main task team has been assembled to assist with the capturing/updating of the WSDP digitally:



- Training/mentorship of KCDM staff is a priority; enable KCDM to own the WSDP.
- Confirm MTEF projects.
- Assess sector plans and incorporate their needs into WSDP.
- Update demographics component.
- Update service level component.
- Update Water Services Infrastructure management 1 & 2 component.
- Update WCWDM component
- Update water Master-plan perspective

The focus of the WSDP being as follow:

- Reflection of current levels of services experienced by communities.
- Revised need for water services by all communities in the district.
- Prioritized projects for development of water services, coupled with budgets and time frames.
- Strategies regarding technical, social and financial principles of water sources.

The WSDP also deals with issues pertaining to the provision of sanitation services. The eradication of water backlogs have been addressed since the 2001/2002 financial years. The backlogs for water and sanitation (as the main expenditure items on the municipal budget) relate to the following RDP standards:

- The minimum RDP level of water supply is 100 litres per capita per day within a walking distance of 200m.
- The minimum RDP level of sanitation supply is 1 VIP per household, detached from the household, inclusive of superstructure.

The following are the new KCDM Strategies relating to water and sanitation provision:

- **Low Cost Housing Projects**
  - The KCDM will install basic water infrastructure (reticulation and bulk) for existing houses
  - Rural: The developer will confirm bulk services from KCDM and install basic water infrastructure (reticulation) Metered connection for every household
  - Urban: The developer will confirm bulk services from KCDM and install basic water infrastructure (reticulation), Metered connection on plot boundary
  - Households have a minimum free basic of 6 kl/month
  - Developer to construct basic on-site sanitation (VIP's)
- **Upper Income Housing Developments**
  - The developer constructs all water and sanitation infrastructure, including bulk where there is not sufficient capacity, at own cost
  - KCDM to approve design standards
  - Households billed on metered stepped tariffs
- **Industrial Developments**
  - The developer constructs all water and wastewater infrastructure, including bulk where there is not sufficient capacity, at own cost
  - KCDM to approve design standards

- Water consumption billed on metered fixed tariff
- New policy to be developed regarding wastewater disposal of large wet industries – incentives to do pre-treatment
- **Metering System**
  - Proposed metering of inlets/outlets of all bulk water infrastructure, WTW, pump stations, reservoirs, for water balancing purposes
  - All connections, including communal stand pipes to be metered
  - Prepaid smart meters were introduced and adopted since 2016 to replace all old conventional meters and to be also implemented in all new projects throughout KCDM
- **Implementation of SMME programmes including EPWP**
  - Strategy document to Implement Small contractor development on water infrastructure projects
  - CPG policy reviewed and ready for approval by council in order to develop small contractors through subcontracting by established contractors for every project exceeding R30M
  - Involves Level 1 contractors registered with the CIDB on projects that are being implemented internally
  - Various disciplines to train, support and develop the contractors

The strategy to eradicate backlogs is summarized as follow:

As a first objective to provide at least 90% of the backlog population with a water volume of 5l/capita/day within a 1000m walking distance, and; as a second objective to provide at least 35% of the backlog population with water to the RDP level of service, i.e. 100l/capacity/day.

**Table 42: WATER CATCHMENTS**

SUPPLY AREA	SUB-SUPPLY AREA	LOCAL MUNICIPALITY	SURFACE WATER SOURCE
<b>Goedertrouw</b>	Greater Mthonjaneni	uMlalazi/ Mthonjaneni	Goedertrouw Dam
	Kwahlokhloko		
	Eshowe		
<b>Middledrift</b>	Eshowe/Nkandla	uMlalazi/ Nkandla	Tugela River
<b>Vutshini-Nkandla</b>	Vutshini	Nkandla	Nsuze River
<b>Upper Nseleni</b>	Upper Nseleni Mhlana	uMfolozi	uMhlathuze City (lake Mzingazi, Nsezi)
	Mhlana-Somopho		
<b>Mbonambi</b>	Nzalabantu Sokhulu	uMfolozi	uMhlathuze City (lake Mzingazi)

In addition to the above, there are about 220 small, stand-alone supply schemes in the District that supply water to many rural areas. At least 145 of these schemes are fed by boreholes or springs. However, these groundwater resources are either not reliable or too low-yielding to be relied upon for the establishment of bulk supply systems. For this reason surface water resources are relied upon to a greater degree to feed the bulk water systems while groundwater resources are used in the interim to maintain existing services levels and provide a survival level of service in remote grey and drought affected areas in the District.

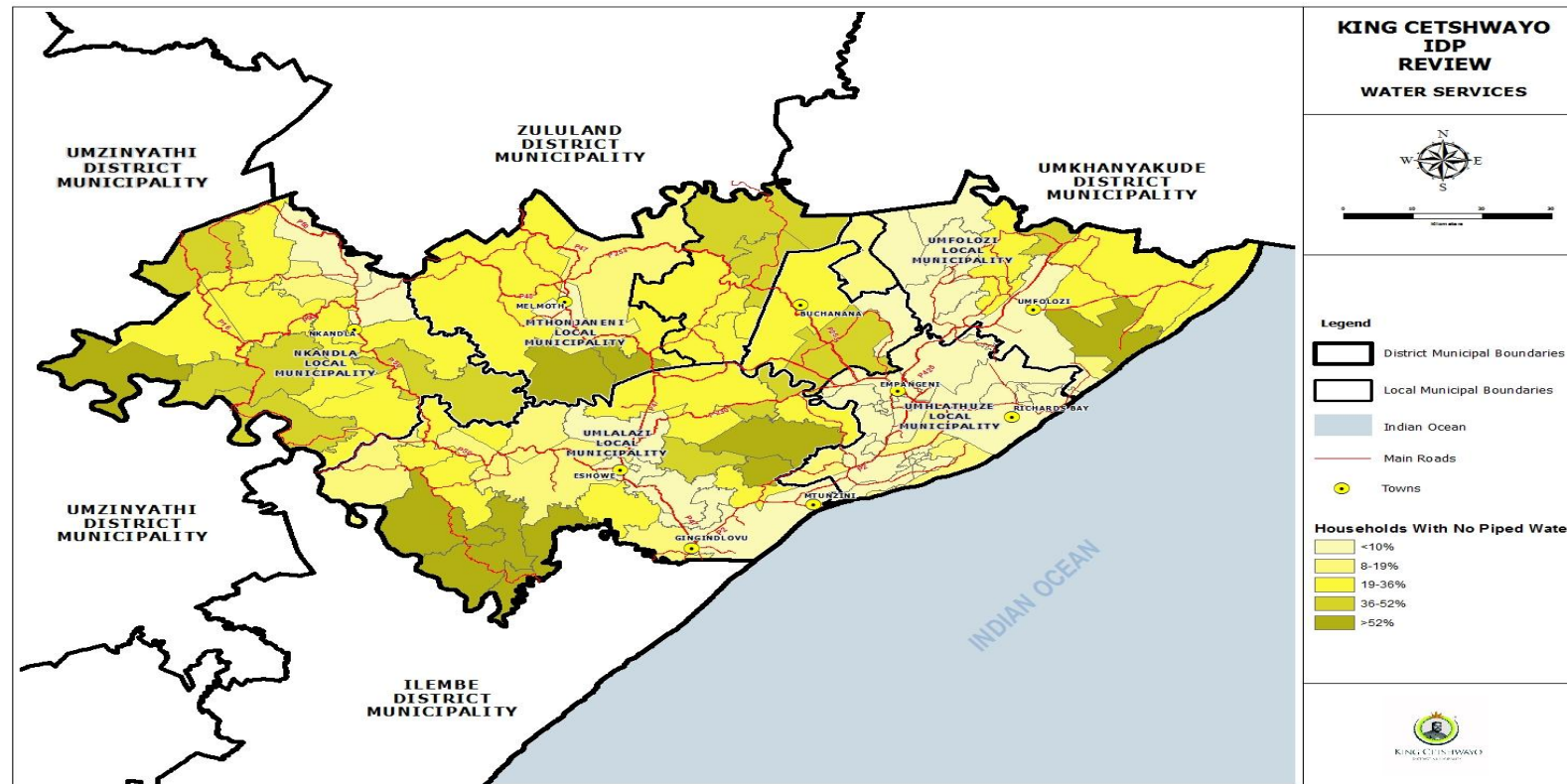
#### ● **WATER BACKLOGS**

Backlog information that the municipality has is not 100% accurate as this information was based on the historical data from TLCs as well as Census 2011 figures. The municipality will be undertaking a backlog study report in the next financial year (2017/18) to get the accurate and complete picture of the backlogs within the district. The results of the backlog study will also be used in ensuring that the district receives the equitable share it deserves. This document will also inform future planning and budgeting of infrastructure projects.

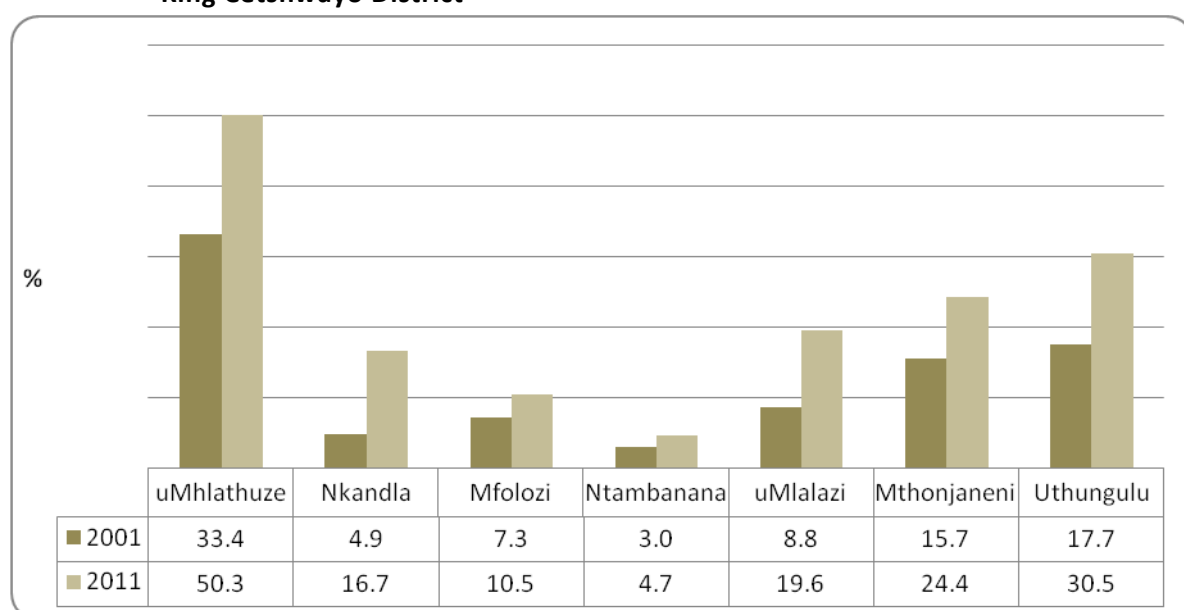
**Table 43: Water Supply Backlog in King Cetshwayo District***Source: KCDM Technical Service*

	2001 / 2002 Households	2001/2002 % Backlog	2011 Households	Households with Water	Household without Water	2015/2016 % Backlog
uMfolozi (KZ281)	12664	97%	25584	17744	7 840	34%
Ntambanana (KZ283)	9528	81%	12826	9 822	3004	De- established
uMlalazi (KZ284)	34484	82%	45062	25 034	20 028	44%
Mthonjaneni (KZ285)	6056	78%	10433	7407	3026	29%
Nkandla (KZ286)	21085	72%	22463	15499	6964	<b>31%</b>
<b>Total</b>	<b>82817</b>	<b>81%</b>	<b>116 367</b>	<b>74494</b>	<b>41874</b>	<b>36 %</b>

Map 35: Water Backlogs (Without piped water)



**Graph 26: Percentage of households with access to piped water inside dwelling, King Cetshwayo District**



Source: Census 2011

#### C4.1.2 SANITATION

Provide basic health hygiene to at least 90% of the backlog population and to provide at least 25% of the population with sanitation facilities in the form of a VIP latrine.

Planning for future requirements has been done on the basis of a master planning study that investigated various options on the basis of their economic, technical, environmental, social suitability and cost. The sanitation has been covered fully in all four local except in uMlalazi where there is still backlog of 22% which is to be finished by 2017/18. The Technical services department is however busy with the planning for quantifying of the infills in all local municipalities within KCDM by 2017.

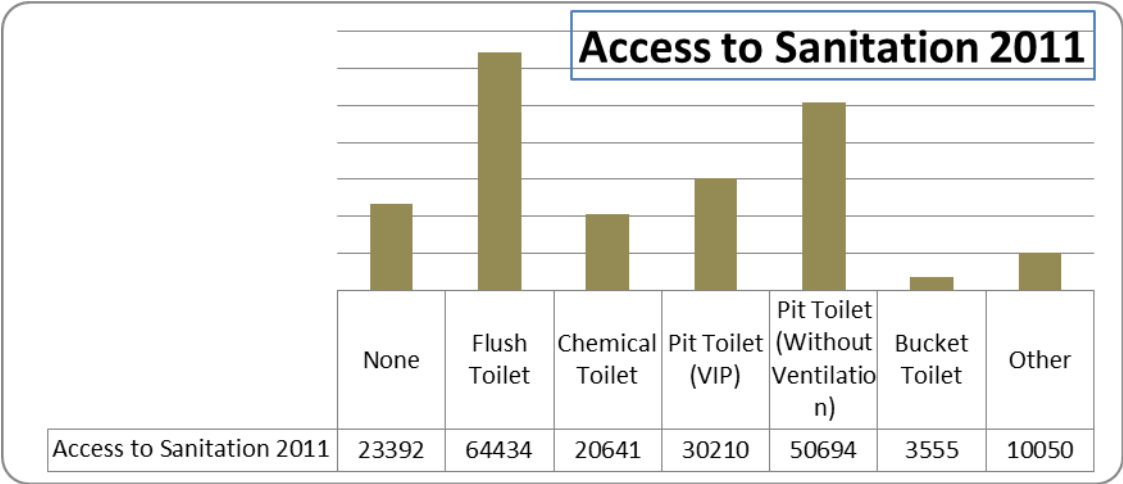
The following table provides a detailed summary of progress made in respect of the eradication of backlogs in sanitation provision.

**Table 44: Sanitation Backlogs in King Cetshwayo District**

	2001 / 2002 Households	2001/2002 % Backlog	2011 Households	Households with Sanitation	Households without Sanitation	2015/2016 % Backlog
uMfolozi (KZ281)	12664	99.00%	25584	25584	0	INFILLS
Ntambanana (KZ283)	9528	76%	12826	13187	0	De- established
uMlalazi (KZ284)	34484	85%	45062	35148	9914	22%
Mthonjaneni (KZ285)	6056	95%	10433	11069	0	INFILLS
Nkandla (KZ286)	21085	94%	22463	22463	0	INFILLS
<b>Total</b>	<b>82817</b>	<b>89%</b>	<b>116368</b>	<b>104451</b>	<b>9914</b>	<b>12%</b>

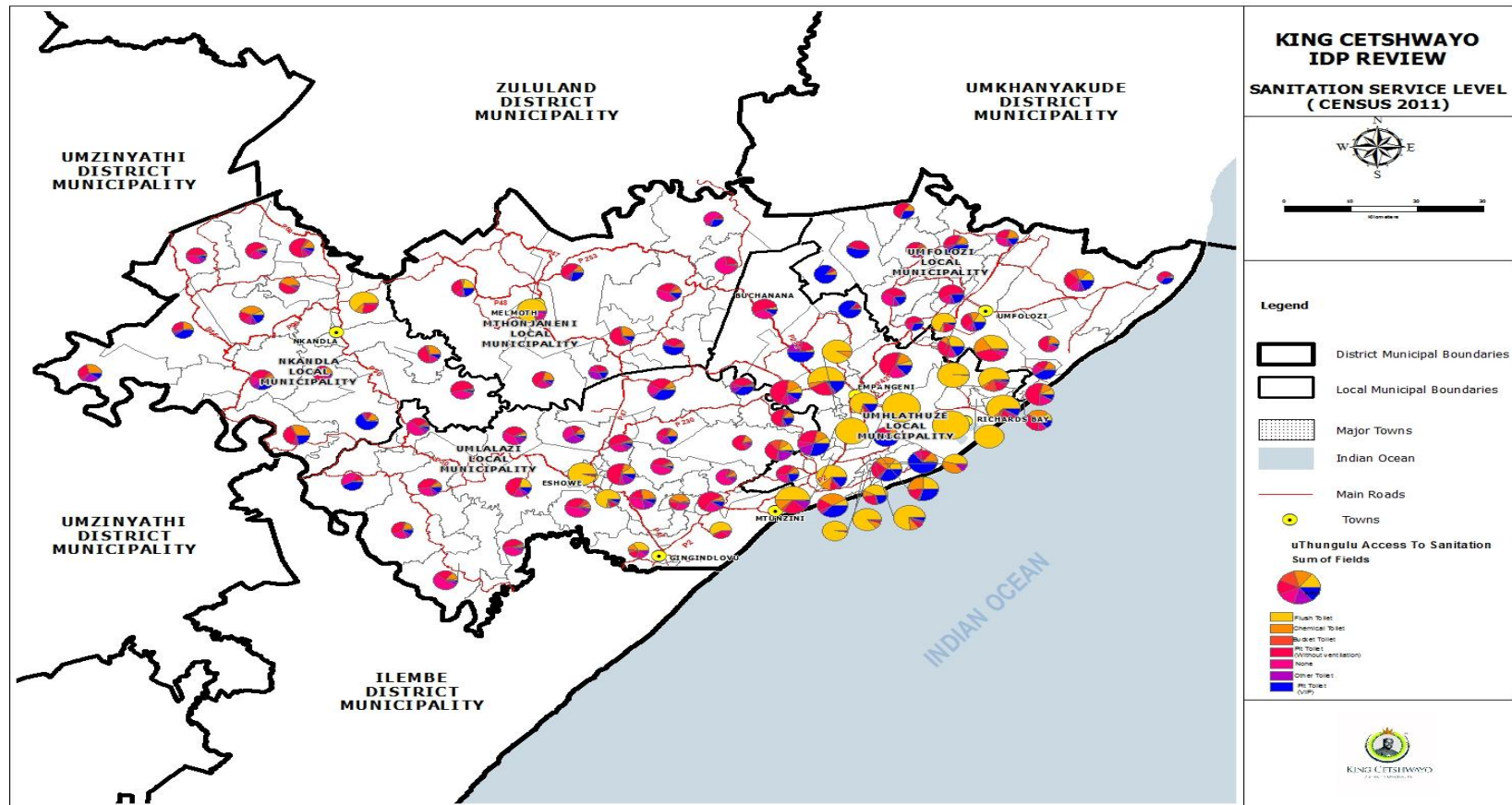
Source: KCDM Technical Services

Graph 27: Survey of Access to Sanitation



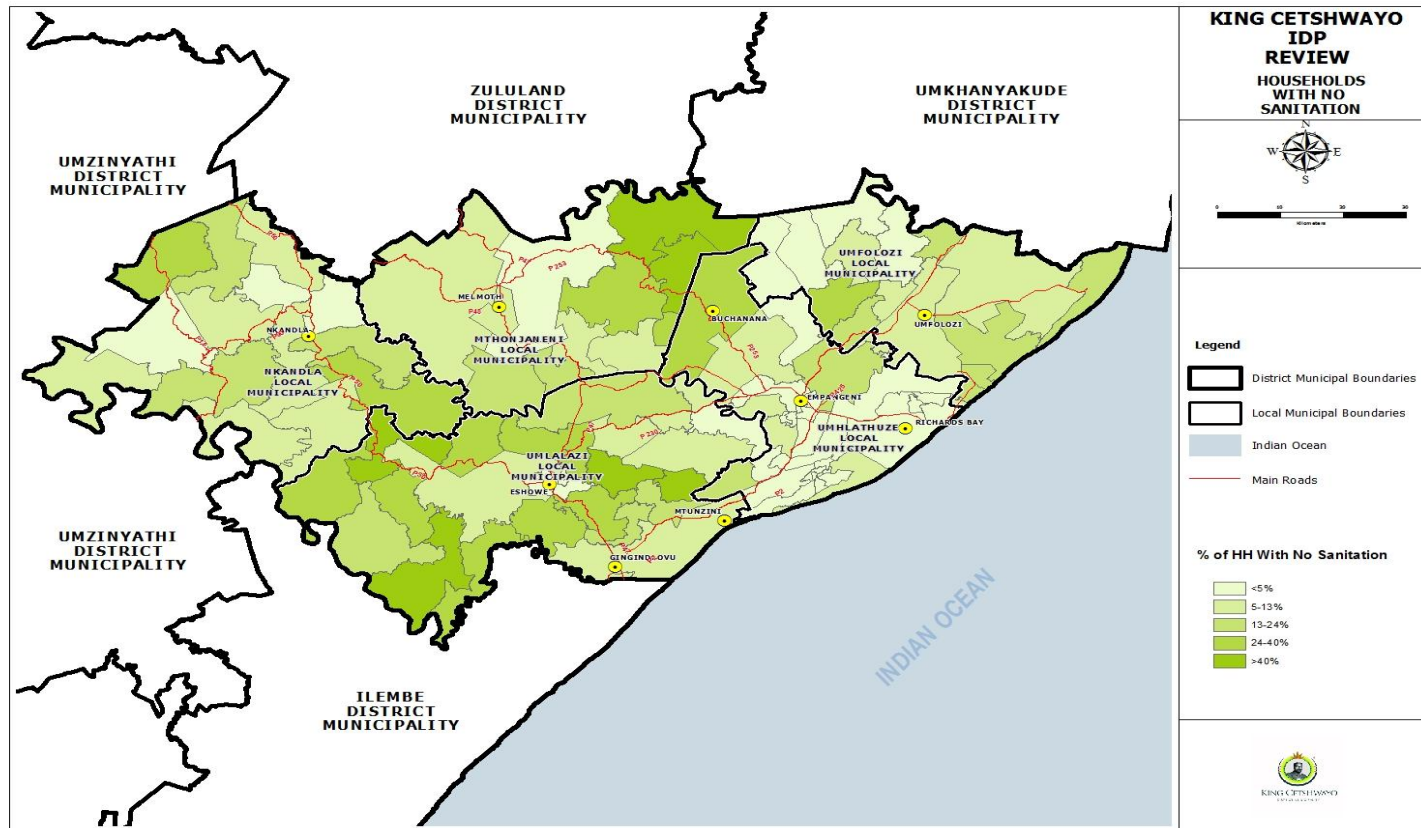
Source: Census 2011

Map 36: Sanitation Services (Different Types)

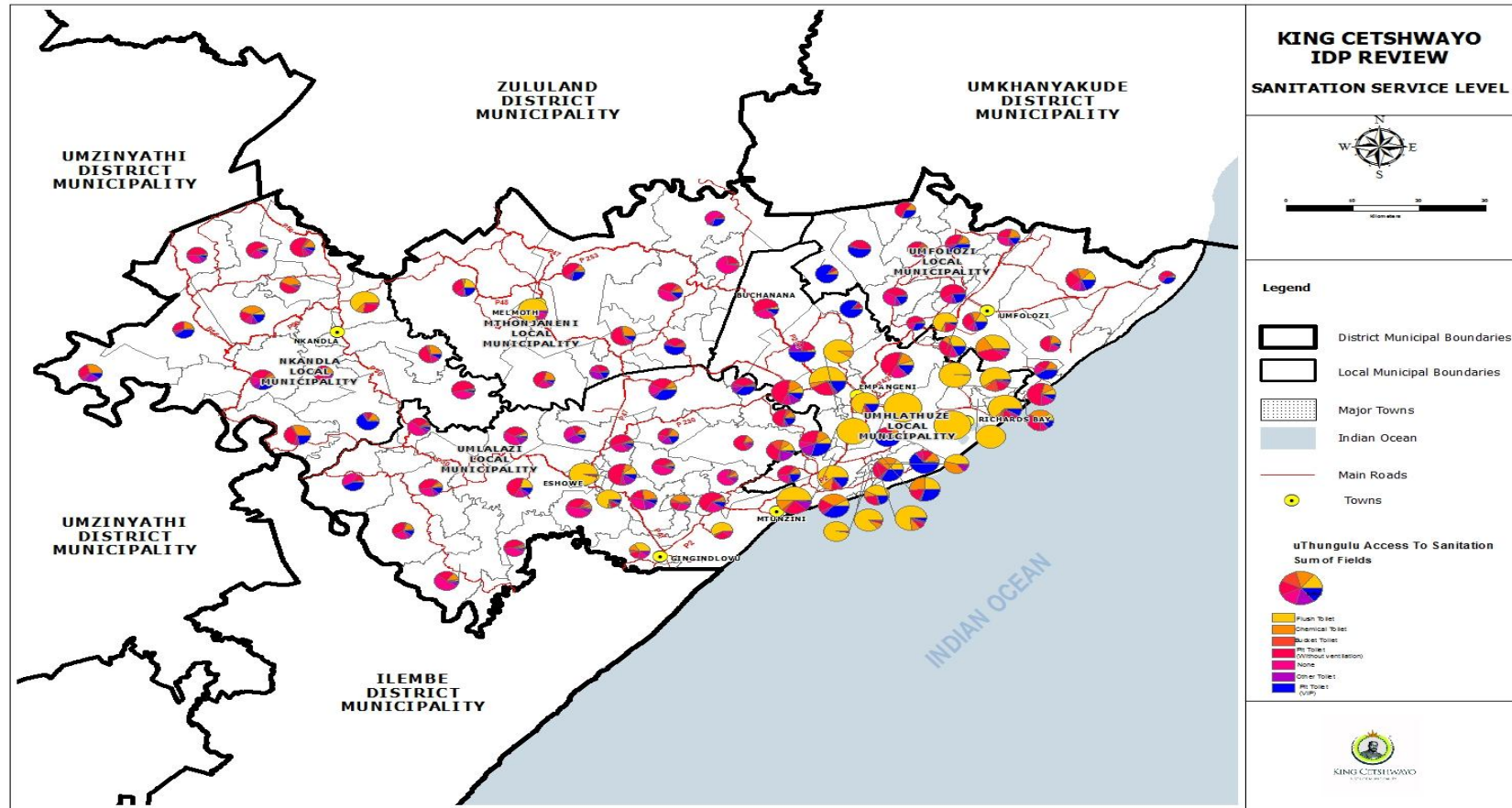




Map 37: Households with No Sanitation



Map 38: Sanitation Backlogs



#### **C4.2 SOLID WASTE MANAGEMENT**

A Regional Solid Waste site at Empangeni was established in 2004. The Regional Solid Waste site licence was amended in 2012 to incorporate recycling activities and the feasibility study was finalised and adopted by Council in 2015. One of the recommendations from the recycling feasibility study are that KCDM should consider implementing a plan to separate recyclables at source, which would have to be conducted through the various local municipalities and industries in the catchment area in order for a clean Material Recovery Facility system could be implemented as a starting point at the landfill site.

Waste transfer stations at Mtunzini and Mfolozi towns were constructed to transport waste to the regional site. Other completed transfer stations are at Melmoth and Eshowe. The Nkandla Landfill site is operational. On the other hand, the Regional Solid Waste refuse Cell number 1 and the Eshowe old Landfill Site were rehabilitated successfully.

The overall collection of solid waste is done by Local Municipalities and transported through the regional landfill for disposal. Therefore, the District is not involved with the collection activities.

The review of the IWMP will be undertaken during the financial year 2017/18. The specification document has been finalized and will be serving in relevant committees for final approval and the appointment of the service provider will be finalised. It however be noted that IWMP was last reviewed in 2009/10 financial year, hence the need to review such plan. The design and construction of Cell 3 of the Empangeni Regional Landfill Site will also be implemented in the 2017/18 financial year.

#### **C4.3 CEMETERIES**

King Cetshwayo District Municipality is responsible for regional projects whilst local cemeteries remain the responsibility of the local municipalities.

The development of King Cetshwayo Regional cemetery at Empangeni was completed in 2006. The 2<sup>nd</sup> phase for another 6000 graves was completed in the 2016/17 financial year. Local and Traditional Authorities have traditionally taken responsibility for burials in rural areas which are predominantly being within the household grounds as it is a traditional practice. Many areas cannot afford to continue to accommodate burials on residential plots due to land availability constraints.

The only crematorium in the area is located at Eshowe, which may need to have its capacity extended to cope with the regional demand.

The final feasibility report for the establishment of Mandawe Cemetery was approved by Council in March 2016.

#### **C4.4 POLICY DEVELOPMENT AND BYLAWS**

Every Water Service Authority being a municipality like KCDM should build capacity to develop policies and bylaws. KCDM has tariff, debt collection and credit control policies in place. However there are challenges with debt collection as well as credit control.

Currently, the operation and maintenance (O&M) as well as the asset management functions are decimally underfunded. This is partly because cost recovery is made impossible by the fact that 80% of KCDM is rural and indigent. It is also worth noting that KCDM does not receive grants for O&M.

One area that KCDM needs to focus on is Water Conservation and Water Demand Management (WC/WDM). The 5 year implementation strategy was approved by council in 2014 and the first phase of the implementation was concluded 2016 with the second phase due for implementation from April 2017. This strategy will also assist in determining the water losses especially in our rural areas of supply. Due to lack of meters at strategic points in our networks particularly in rural areas, it is difficult to detect leaks or illegal connections. The district has started installing metres in most / high density areas, where revenue generation is possible.

The gaps in level of services include a rural/urban national design standard; which affects the rural area more and more because the level of service required in the rural area increases annually and the actual level of service cannot keep up with the demand and this is likely to will continue until service levels are equalised. Aged water and sanitation infrastructure, lack of capacity of key treatment plants continues to be a challenge and results in many interruptions and service delivery challenges. The municipality has further conducted a Section 78 assessment for water provision in terms of the Municipal Systems Act (32 of 2000). The municipality remains the Water Services Authority (WSA) irrespective of the structure of its service delivery mechanism, which could be internal, external or a combination of both. The assessment was aimed at developing options to be considered in decision making as to which option would be viable and will be most appropriate. The Regional Master planning that will be completed during 2015/2016 financial year will attempt to correct the lack of planning in the rural areas and shift the focus towards the implementation of more sustainable regional water schemes.

First draft copy of the Master Plan was submitted at the end of June 2015. Final edits were made and submitted in January 2016 to all relevant structures for adoption.

Operations and Maintenance had a working session with the consultants updating the location of KCDM boreholes, schemes, reservoirs and pipe schemes etc. The UAP phase2 project currently underway by Umgeni Water who are dealing specifically with GeoData/GIS data, and they have been tasked to update this data digitally.

Geo-database has been developed and model 2 tabs being populated. Task is two months behind due to DWS not uploading GDB. KCDM staff inputs are essential to finalise. Final deliverables are expected by 31 March 2016.

### **Existing Water Infrastructure**

The WSDP that was developed indicates that the existing water infrastructure suggests that the formal urban areas have well developed bulk infrastructure and networks and historically was the main focus for infrastructure development in the District, with the potential to generate revenue. Infrastructure development in the rural areas was historically done in a disorganized manner and this resulted in a number of stand-alone rural water schemes that many times are supplied from unsustainable water sources.

### **Water Delivery Standards**

The water supply to the District is derived from dams, rivers, ground water and bulk purchases from the City of uMhlathuze. The water is then treated at several treatment plants, owned by the district before being distributed to households. In terms of the demographics, a huge number of populations are rural, with a small portion of formal urban settlements and these are dealt differently when planning for the provision of water services.

### **Approach to water and sanitation provision**

The municipality has developed and reviewed the WSDP. The Municipality has further adopted a free water basic services policy and indigent policy. The developmental approach and motivation of various levels of service offered is clearly defined in the policy. The free basic services policy is based on the same approach and subject to affordability and economic viability, so the municipality may review the policy based on practical realities with regards to consumption and financial viability of metering and billing from time to time. The municipality has adopted and started installing water prepaid smart metres in the areas that are highly possible to contribute towards revenue generation, and these smart meter will be rolled throughout the District.

## **C4.5 SWOT ANALYSIS**

### **● THREATS**

- Severe drought conditions which has resulted in water sources running completely dry
- Aging infrastructure
- Unaccounted water (non- revenue water)
- Challenges in meeting the blue and green drop requirements
- Failure to collect revenue in rural areas
- Failure to retain technical staff due to salary packages offered
- Poor quality of water coming from boreholes drilled
- Inadequate funding to address the backlogs

#### ● **WEAKNESSES**

- the limited yield of the water sources for the localized schemes is hindering their extension to neighbouring communities
- The Section 78 study has revealed that King Cetshwayo District Municipality did not have sufficient capacity to manage and operate the water services infrastructure under its care. Hence a WSSA was appointed to assist with the O&M function of the rural schemes. The urban schemes are operated and maintained by King Cetshwayo District Municipality internal staff.
- Inadequate capacity to manage the WSSA contract
- Lack of very important functions that Technical Services should be performing is also observed. A good example is the WC/WDM
- 
- Blue & Green drop requirements not met due to the ageing infrastructure of the WTW & WWTW within the district

#### ● **STRENGTHS**

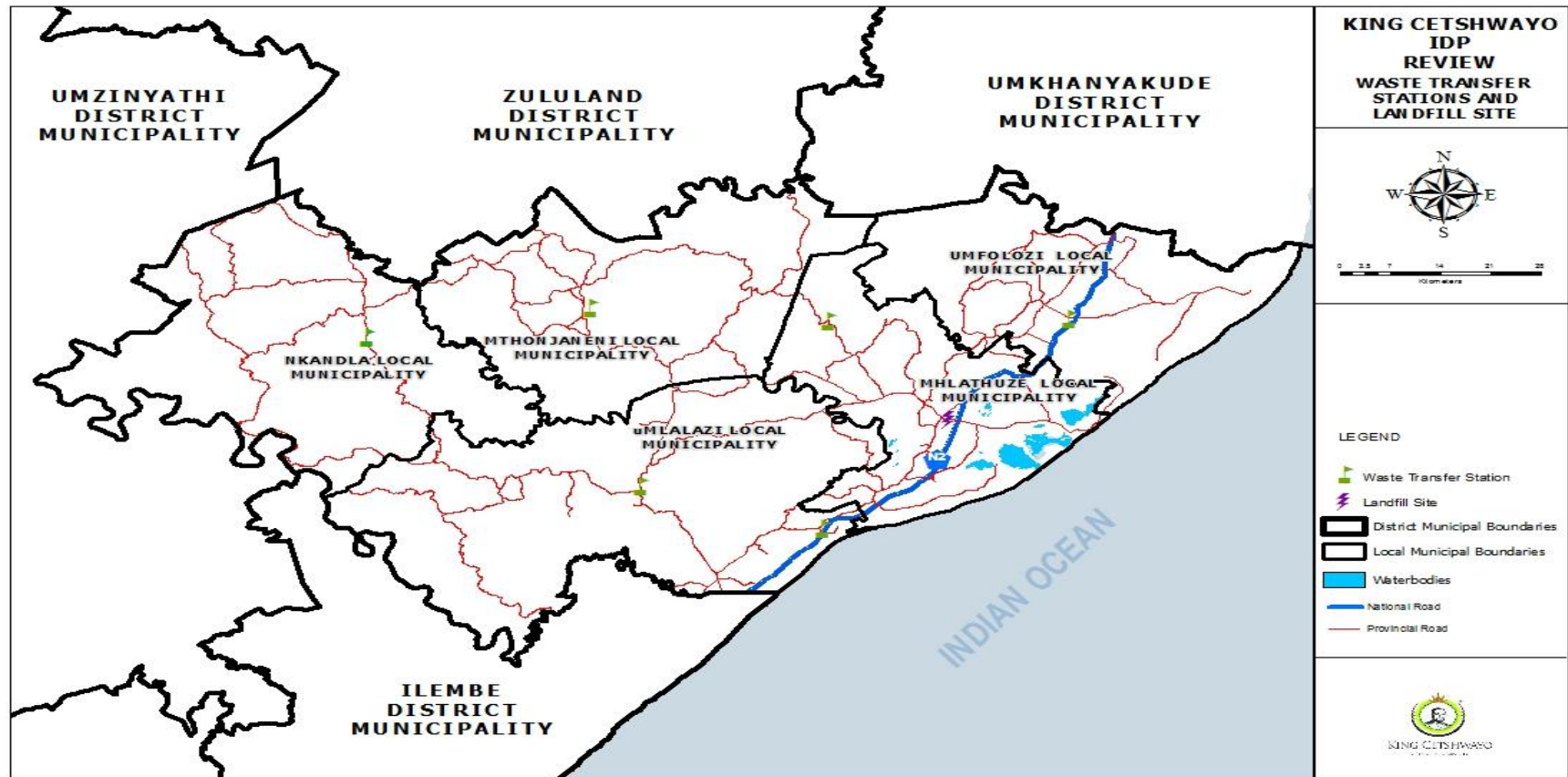
- The municipality started intensifying on the drive to construct bulk cross boundary water schemes. Nevertheless, with the current level of funding, it will take many years to eradicate the backlogs
- Technical capacity available to execute the tasks (implementation)
- Senior manager Water use efficiency has been appointed to address the issue of water loss
- Most critical positions are being filled
- Improvement plan has been developed as is being implemented to deal with GD & BD non-compliance issues

#### ● **OPPORTUNITIES**

- Grant funding received from the national government , i.e. RBIG, MIG & MWIG assists in ensuring that services are delivered and hence more job opportunities are created
- EPWP funding used to create more jobs and in turn uplift the economy of the district



Map 39: Landfill Sites



[illegible]



#### **C4.6 TRANSPORTATION INFRASTRUCTURE**

Other than the development of the District Integrated Transport, the District Municipality is not directly responsible for the development and maintenance of roads.

In terms of the National Land Transportation Act 2009, Districts are the designated planning authorities for areas of jurisdiction. Currently the District does not have an updated Integrated Transport Plan except for a Public Transport Plan that was developed in 2010. Plans are however in place to develop this plan at during the 2017/18 to 2018/19 financial years.

##### **C4.6.1 RURAL ROADS ASSET MANAGEMENT SYSTEM**

**Through the RRAMS the District** ensures efficient and effective investment in rural municipal roads through development of Road Asset Management Systems (RAMS) and collection of data Grant purpose to assist rural district municipalities to set up rural RAMS, by collecting road, bridge and traffic data on municipal road networks in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA).

#### **C4.7 ELECTRICITY / ENERGY**

**Refer to Section H**

##### **C4.7.1 OTHER RENEWABLE ENERGY INITIATIVES**

The District with the support of its social partners like COGTA has implemented innovative renewable and clean energy projects in the rural areas. The most notable projects in KCDM are the Biogas and Wonder pot projects. Funding for these projects were secured from COGTA and efforts to secure more funding were not successful for continuing with these projects.

#### **C4.8 COMMUNITY FACILITIES**

The Community Facilities Plan entailed an audit of 626 facilities in the District during 2005. Of the 626 Facilities visited, only 59 had no infrastructure or services problems. Some of the report findings are summarized hereunder: (no reports have been done since 2005)

The majority of problems at facilities related to the following:

- No infrastructure (particularly at the majority of “kick-around” sport fields)
- No shelter or ablution facilities at Pension Pay-out Points
- No Electricity
- No Water
- Problems with sanitation connections
- Problems with water connections

- Problems with electricity connections
- Infrastructure that has been vandalized (broken windows)
- Damaged / stolen fencing
- Damage to roofs
- Poor workmanship (cracked walls)

As a result of the high number of facilities that will require funding for new or improved infrastructure and/or services, it was decided to focus on the District, Primary, Secondary and Tertiary Nodes (as per the then KCDM IDP Spatial Framework Plan), in the preparation of the Community Facilities Plan. Facilities within a certain radius of District, Primary, Secondary and Tertiary Nodes were identified (as per the then KCDM Spatial Development Plan). Hereunder, a table is attached summarizing the results:

**Table 45: Funding Required for Upgrading of Community Facilities**

FACILITY	FUNDING REQUIRED (R '000)						Totals
	KZ284	KZ286	KZ286	KZ281	KZ285	KZ283	
Child Care	194	0	320	226	76	224	1040
Sport	710	88	768	255	252	217	2291
Pension Pay-out Points	332	31	71	183	254	70	941
Cemeteries	175	0	0	75	60	75	385
Community Halls	167	43	72	61	30	30	404
Market Stores	8	5	27	0	12	23	75
Historical Sites	0	0	0	0	0	0	0
Totals	1 586	167	1 258	801	684	639	5 136

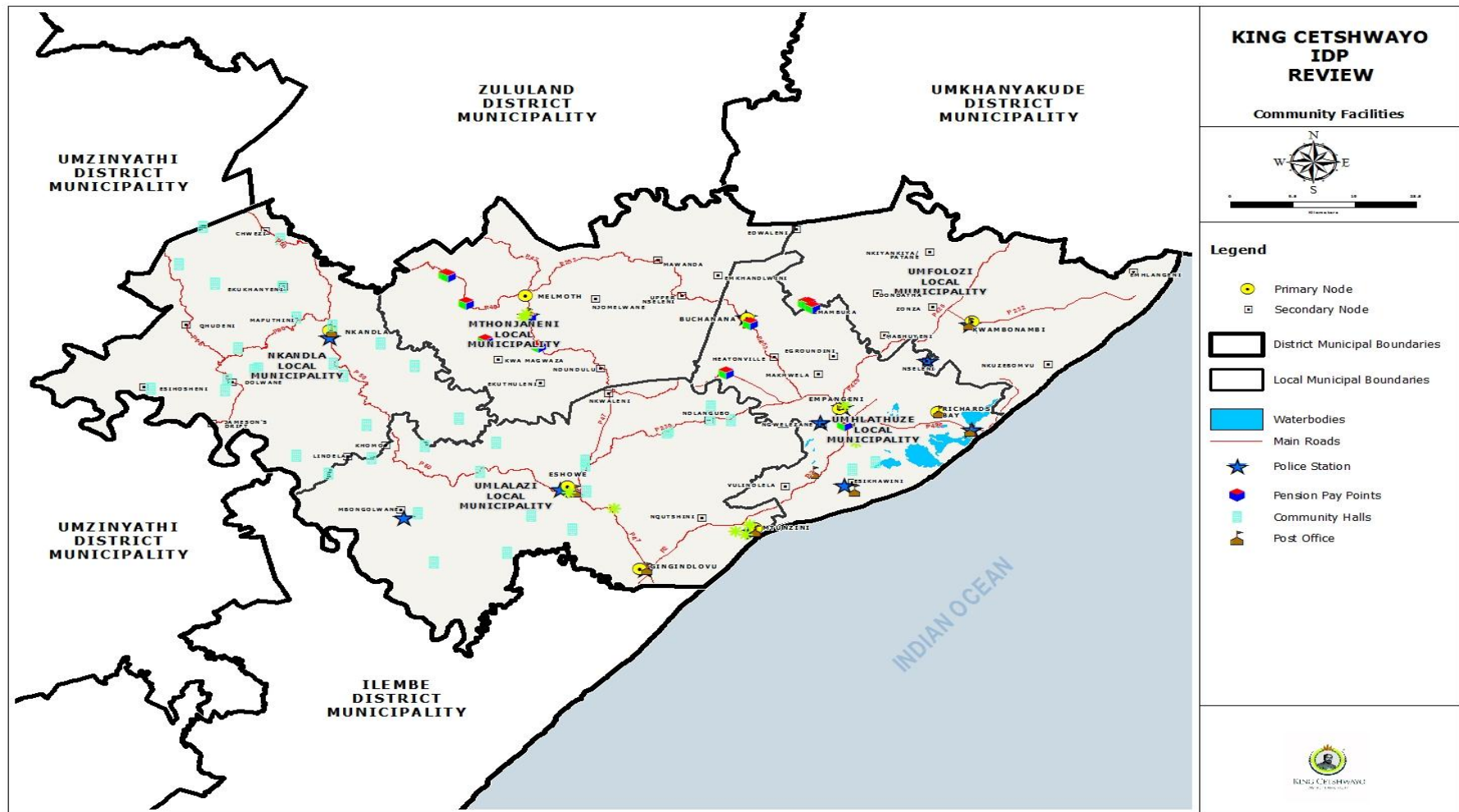
The greatest financial need is for the upgrading of sport facilities and child care facilities; and there is also a need for the provisioning of shelters and ablution facilities at Pension Pay-out Points. The more densely populated areas in the southern part of Mthonjaneni LM don't seem to have Community Halls available and it is recommended that this situation be further investigated.

Please note that community facilities are not the responsibility of the District Municipality but rather that of the LMs and respective sector departments where applicable.

**Table 46: Facilities per LM**

Type of Facility	Number of facilities per Local Municipality				
	Mfolozi	uMhlathuze	Mthonjaneni	Nkandla	uMlalazi
Primary Schools	61	71	28	111	137
Secondary Schools	27	37	10	38	57
Training Colleges		2			1
Tertiary Institutions	0	8	0	2	2
Library		7	1		5
Clinics	8	15	3	19	13
Community Health Centres		1			
District Hospital		1	1	2	3
Regional Hospital		1			
Police Station	1	5	1	1	4
Sports facilities		1	2		1
Community Halls		2		21	17
Airport		1			

Map 41: Community Facilities



## C4.9 HUMAN SETTLEMENTS

The District recently finalised a Human Settlements Strategy which was adopted concurrently with the Spatial Development Framework and (SDF) and Strategic Environmental Assessment (SEA). The exact status quo and effective strategies to deal with human settlements particularly informal and rural settlements will be guided by this plan going forward.

The Comprehensive Plan shifts the focus to improving the quality of housing and housing environments by integrating communities and settlements, hence a shift from housing to creating sustainable environments through the integration of services to improve living environments. It also sets new minimum standards for housing products improving privacy and sustainability by providing for the development of a range of social and economic facilities in housing projects. Key focus area on creating new sustainable settlements, where communities have ease of access to socio-economic opportunities. The Comprehensive Plan also focuses on Informal Settlement Upgrading to meet the Sustainable Development Goals (SDGs) of the United Nations to improve the lives of slum dwellers.

This plan is already assisting in the planning, alignment and mapping of necessary infrastructure and facilities.

### C4.9.1 DETERMINING THE HOUSING DEMAND

**Table 47: Type of Main Dwelling**

House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Room/flatlet on a property or larger dwelling/servants quarters/granny flat	Caravan/tent	Other	Unspecified	Not applicable	Total
121,758	54,380	12,869	1,410	1,337	290	3,209	2,521	2,235	1,175	247	1,545	-	-	202,976

**Source: Census 2011**

**It is notable that** 59 136 households live in traditional dwellings and informal dwellings. This is the households that need to benefit from the programmes of the Department of Human Settlements and can be taken as the baseline for determining the housing backlog in the municipal area.

- THE STATUS OF THE MUNICIPAL HUMAN SETTLEMENT PLANS (HSS) ARE AS FOLLOWS:

**Table 48: Municipal Human Settlement / Housing Plan Status**

LOCAL MUNICIPALITY	YEAR ADOPTED	STATUS
King Cetshwayo	2016	Adopted
Nkandla		In progress
Mthonjaneni		In progress
uMfolozi	2014	Adopted
uMhlathuze		Draft
uMlalazi	2014	Adopted

- **The Current Situation in Municipalities**

- Capacity issues in municipalities;
- Working in Silos internally in municipalities;
- HSP done for compliance;
- No integration of identified projects with services;
- No integration with other government spending patterns;
- No HSP thus no delivery

## C5.0 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

### C5.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

#### KCDM LED CAPACITY

LED unit is under Planning & Economic Development Department with the following staff:

- 1 x Manager LED
- 1 X Agricultural Specialist
- 2 x LED Officers ( SMME Support & Sector Agriculture)
- Farmer Support Coordinator

#### DISTRICT FORUMS

The District has two forums under LED i.e.

- District Economic Development Forum, which is convened quarterly as stipulated in the SDBIP and all local municipalities under KCDM and stakeholders from the private sector constitute the forum.
- Informal Economy Chamber, which is also convened quarterly, informal traders are represented by local chamber representatives and local municipality LED representatives. The District Informal Economy Chamber sits under the supervision of the provincial representative from EDTEA under the Informal Economy Unit.

- The LED projects and programmes are budgeted for as per the attached implementation plan

Amongst others, this section of the analysis will be informed by the following components of King Cetshwayo district's economy:

- DGDP goals and priorities
- Main Economic Sectors
- Employment and Income Levels
- Local Economic Development Strategy
- Agriculture & Agricultural Business Support Plan
- Tourism
- Other sectors such as mining, construction and manufacturing

The LED Strategy was recently reviewed and adopted during 2015/16 financial year and it was outsourced and prepared by STRATPLAN (Strategic Planning Resources cc).

#### **C5.1.1 FEATURES OF THE ECONOMY**

Other than the substantial economy that has developed in Richards Bay and Empangeni as a result of activities relating to the Richards Bay Port, King Cetshwayo is also well-endowed with natural resources. Its competitive advantages in this regard include:

- A good climate that opens up avenues for productive agricultural and tourism development;
- Agriculture with irrigation infrastructure in place; and
- A scenic environment and coastal terrain which create opportunities for tourism development.

King Cetshwayo's unique qualities set it apart from many other regions in South Africa. It boasts the largest deep-water port on the African continent, which imports the most bulk cargo of all African ports. It has double the capacity of the Port of Durban to its south and handles in excess of 75 million tons of cargo annually. The development of the harbour facilities at Richards Bay has promoted the development of the manufacturing sector, such that the manufacturing sector is one of the largest economic contributors to the gross geographic product in King Cetshwayo.

King Cetshwayo offers highly favourable agricultural conditions as it has extremely fertile soils, good rainfall and enjoys an excellent, frost-free climate all year round. A wide variety of bio-climatic conditions are on offer across the district, from the mountainous area of Nkandla down to the coastline. The agricultural sector is a dual economy, consisting of commercial agriculture on one hand and traditional agriculture on the other.

The commercial agricultural economy is based on the sugar and forestry industries. Traditional agriculture is practiced on most of the tribal lands in the district and is said to have "enormous potential for growth". The agricultural support plan has been developed and adopted by the KCDM Council in 2015/16.

King Cetshwayo District Municipality allocates the majority of its annual income to capital infrastructure projects in its two local municipalities: uMfolozi and Nkandla, where the vast majority of residents live in rural homesteads and unemployment is high. A lack of scarce

skills has negatively affected the employment conditions, as industries have been forced to source labour outside of the region, to the detriment of local workers.

With manufacturing being the biggest contributor, due to strategic industrial concerns such as Hillside Aluminium, Mondi, Foskor and Tata Steel, there is still room for growing this sector considering several locational advantages.

The establishment of the IDZ/SEZ in Richards bay is one such example of catalytic projects aimed at ensuring that the manufacturing and export potential of the district is enhanced. the IDZ will be reviewing their 50 year Master Plan in the 2017/18 financial year. The table below shows the sectoral contributions to economy by the King Cetshwayo District.

**Table 49: Sectoral Contributions to Economy**

	KZN	KING CETSHWAYO
Agriculture	4.4%	11.0%
Mining	1.8%	37.7%
Manufacturing	16.3%	12.1%
Electricity	2.1%	5.3%
Construction	4.3%	6.7%
Trade	14.1%	4.8%
Transport	11.4%	7.3%
Finance	16.6%	4.4%
Community Services	20.0%	5.8%

*Source: Global Insight 2011*

The DGDP is in place and will be reviewed in the 2017/18 to ensure alignment with the PGDS; however the institutional framework to monitor DGDP implementation is not yet established due to capacity constraints within the family. As such there is currently no family representation in some of the 18 Provincial Action Working Groups.

### **C5.1.2 EMPLOYMENT AND INCOME LEVELS**

**Note:** KCDM has used Census 2011 statistics information which might be outdated, the Community Survey conducted in 2016 does not provide latest data on the employment and income levels.

Unemployment is high in King Cetshwayo district. The results of the 2011 Census provides the following information pertaining to the number of dependents per person employed.

**Table 50: Comparative Dependency Ratio**

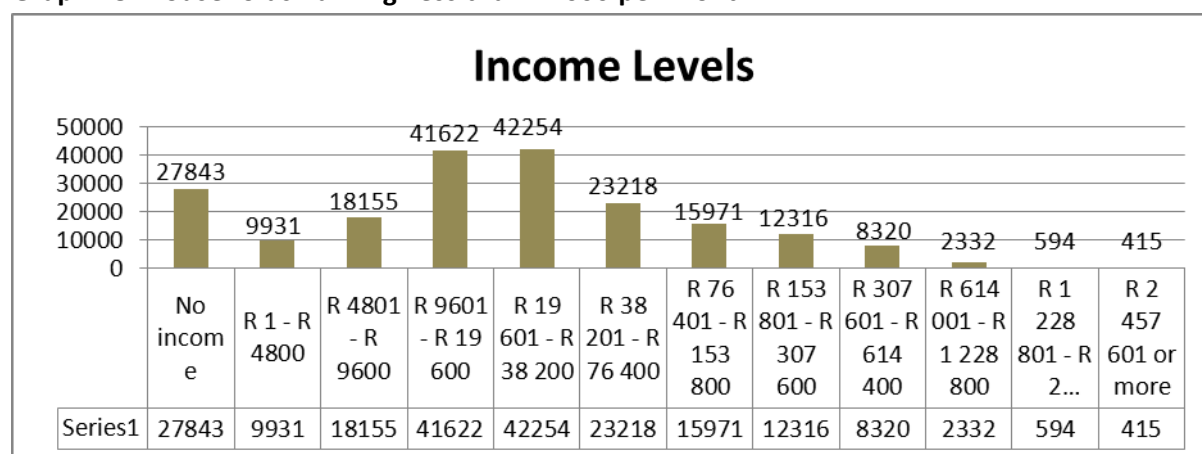
	Dependency Ratio per 100 (15-64)	
	2001	2011
<b>SOUTH AFRICA</b>	58.7	52.7
<b>KWAZULU-NATAL</b>	65.4	58.5
<b>DC28: Uthungulu</b>	74.5	64.7
<b>KZN282: uMhlathuze</b>	55.8	48.2
<b>KZN286: Nkandla</b>	99.2	86.6
<b>KZN281: Mfolozi</b>	80.2	68.2
<b>KZN283: Ntambanana</b>	85.7	79.3
<b>KZN284: uMlalazi</b>	81.5	74.9
<b>KZN285: Mthonjaneni</b>	78.2	75.6



Source: Census 2011

It has to be borne in mind that income levels are also very low as presented in the inset below:

**Graph 28: Households Earning Less than R1600 per Month**



Source: Census 2011

**Table 51: Income Levels**

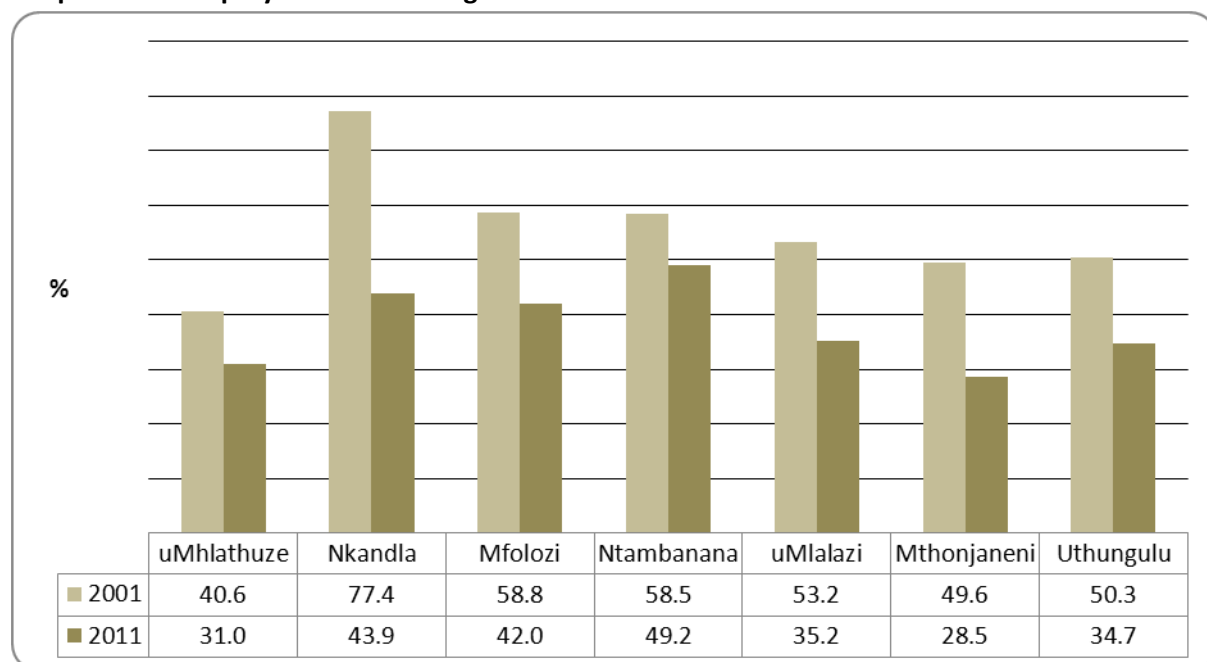
No income	27843
R 1 - R 4800	9931
R 4801 - R 9600	18155
R 9601 - R 19 600	41622
R 19 601 - R 38 200	42254
R 38 201 - R 76 400	23218
R 76 401 - R 153 800	15971
R 153 801 - R 307 600	12316
R 307 601 - R 614 400	8320
R 614 001 - R 1 228 800	2332
R 1 228 801 - R 2 457 600	594
R 2 457 601 or more	415
<b>Total</b>	<b>202972</b>

Source: Census 2011

Given the above, it is very important that an appropriate economic development strategy for the district is derived and that adequate attention is given to Small, Medium and Micro Enterprise (SMME) development as a means of promoting emerging entrepreneurs who will initiate labour intensive job growth. Furthermore, the strategy (DGDP) aims to provide support to the informal sector as it is recognized that it currently provides many households with an income and it is anticipated to play an increasingly more important role in the future.

The following information relating to unemployment and means of making a living is noted:

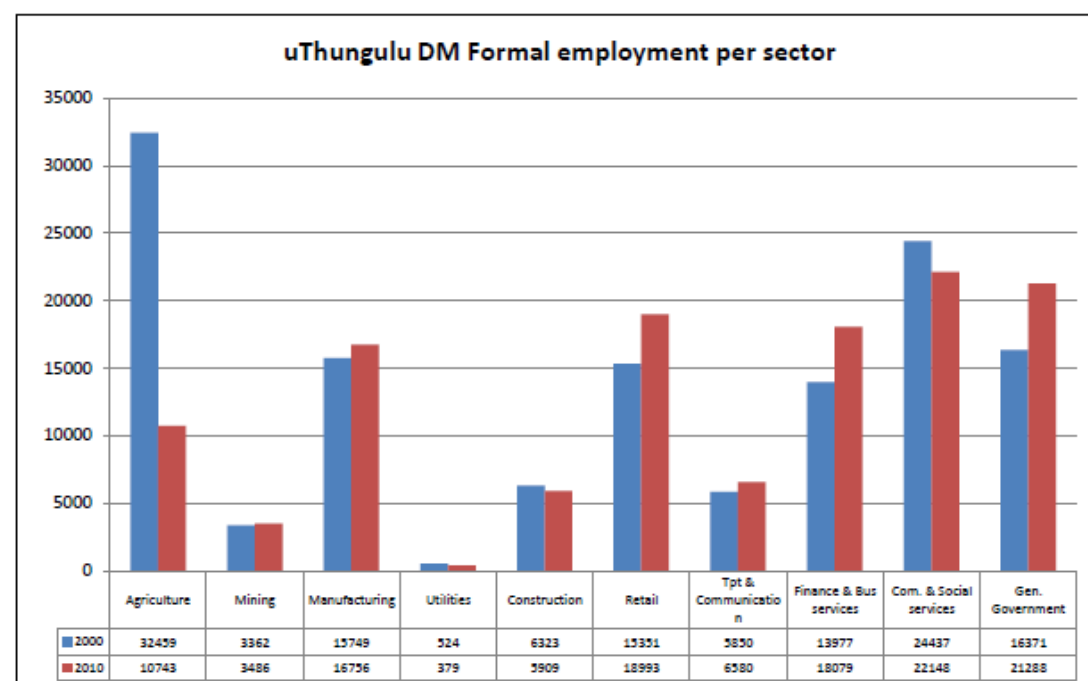
**Graph 29: Unemployment Percentage**



Source: Census 2011

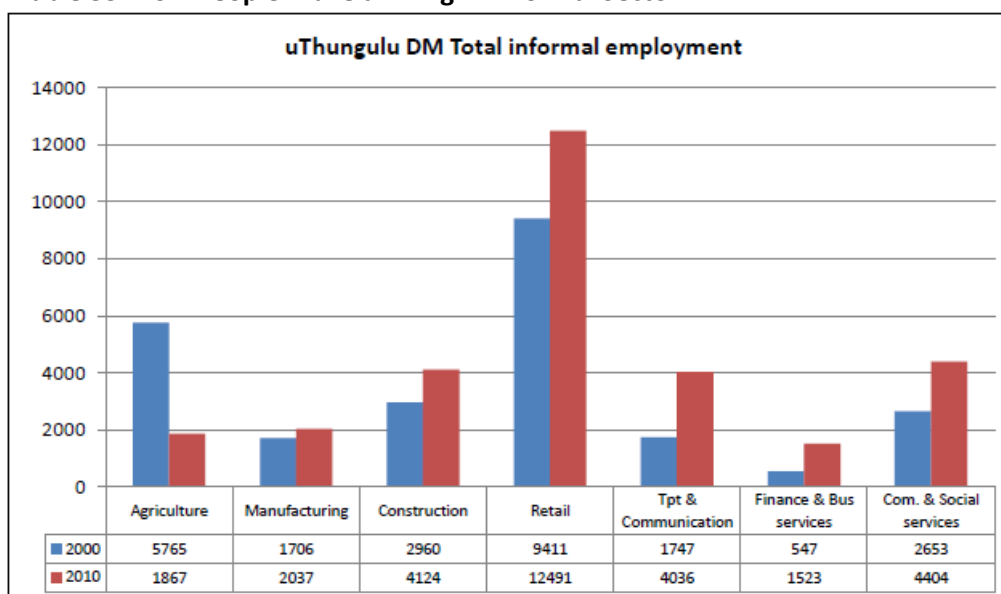
Even though, as can be seen from the above figure, there appears to have been some decline in unemployment levels from 2001(50.3%) to 2011 (34.7%), this is not a significant improvement considering the levels of poverty within the district and hence more initiatives to reduce unemployment need to be pursued.

**Table 52: How People Make a Living in Formal Sector**



Source: KCDM DGD

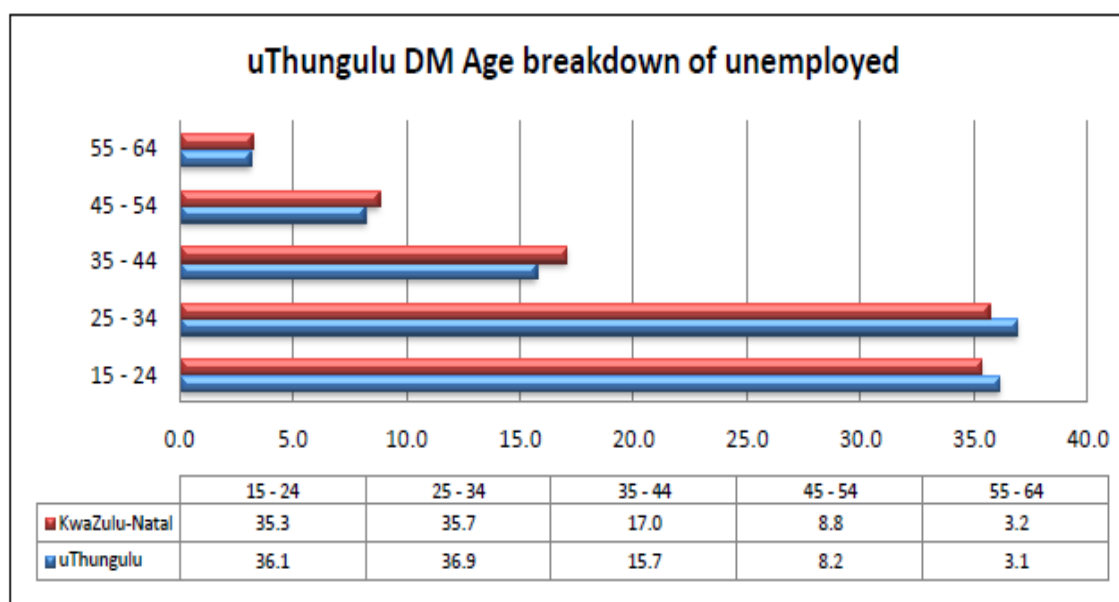
**Table 53: How People Make a Living in Informal Sector**



Source KCDM DGDG

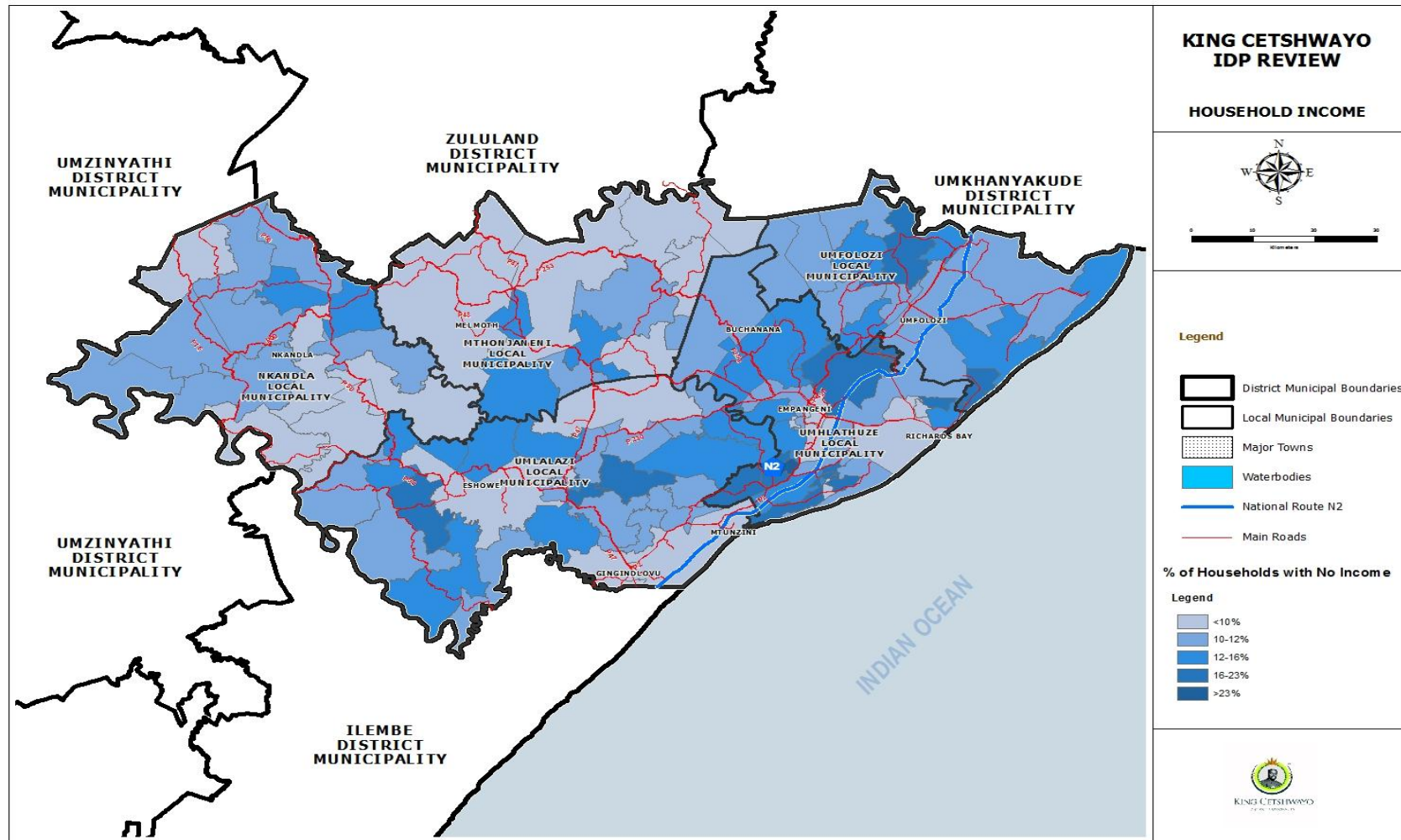
The majority of population in the district depend on Government a grant which is not a sustainable means of living. Several projects to change the picture are being implemented in the district. The impact thereof will be revealed by the Citizen satisfaction/Customer survey currently being conducted once it's finalised.

**Graph 30: Age Breakdown of Unemployment KZN/King Cetshwayo**



Source: SA Stats 2011

Map 42: Household Income



**KING CETHU IWAWO IDP REVIEW**

**POPULATION DENSITY VS POVERTY**

**Legend**

Persons Per KM² (2001)

- 0.0000 - 75.0000
- 75.0001 - 150.0000
- 150.0001 - 300.0000
- 300.0001 - 600.0000
- 600.0001 - 18301.3699

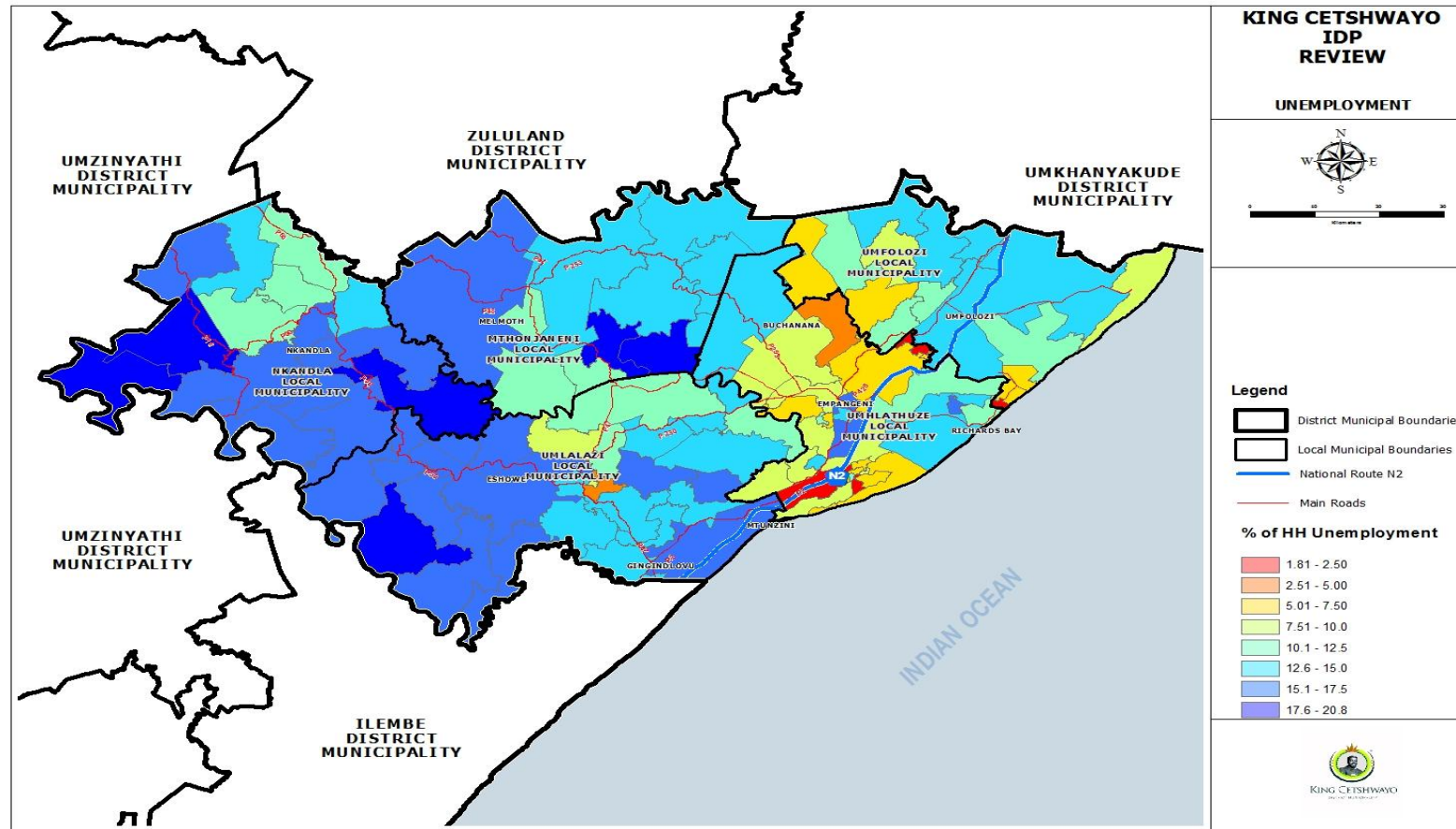
**HH Income % of Total HH IncR1600**

- 4.0 - 5.0
- 5.1 - 10
- 11 - 15
- 16 - 20
- 21 - 25
- 26 - 30
- 31 - 40
- 41 - 50
- 51 - 54

**Legend**

- District Municipal Boundaries
- Local Municipal Boundaries
- Major Towns
- Waterbodies
- National Route N2
- Main Roads

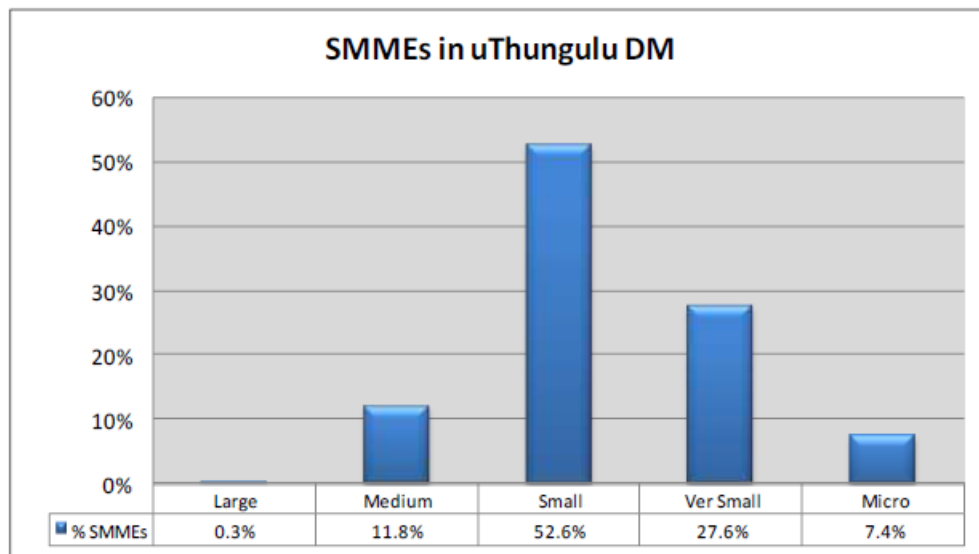
Map 44: Unemployment





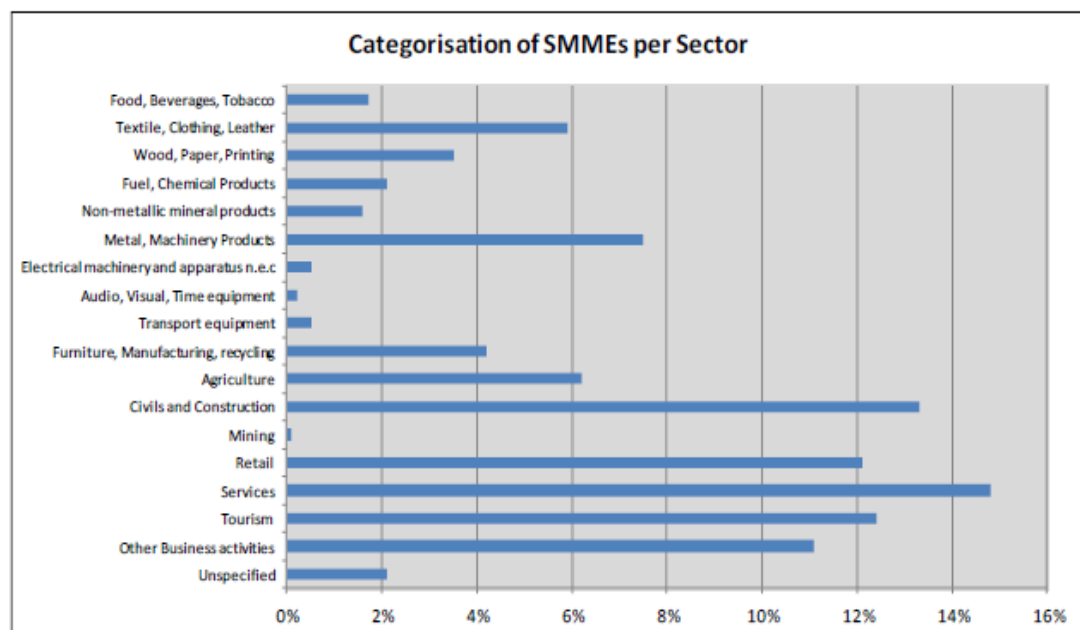
### C5.1.3 SMME'S

**Graph 31: SMME's in King Cetshwayo**



Source: King Cetshwayo DGD

**Graph 32: Categorisation of SMME's**



Source: King Cetshwayo DGD

Developing new and sustainable SMMEs are instrumental in boosting economic growth and development in South Africa. It is also critical in economically empowering previously disadvantaged individuals and communities and thereby redressing the economic imbalances of the past in South Africa. Business support facilities that service SMMEs have increased the sustainability of SMMEs throughout the world. These facilities include business information kiosks, service centres, hives/clusters, and incubators. King

Cetshwayo is also in the process of developing the sustainability plans for SMMEs on the municipal database whilst continuing to update it.

It has been identified that SMMEs in King Cetshwayo add a disproportionately small contribution to the local economy due to the presence of large manufacturers and exporters. Government support has been focused on large investments, with only modest assistance offered to develop and support SMMEs in King Cetshwayo, especially in the rural and underdeveloped areas. Private and non-governmental support has been fragmented and uncoordinated. This has created the problem of the “missing middle” between local based raw/bulk material producers and local retailers, with many local SMMEs becoming unsustainable. This gap is currently filled by national and international suppliers.

King Cetshwayo District Municipality is in a process of developing a SMME support implementation plan.

The report should contain the following projects/activities for implementation:

- Newly established District Economic Development forum
- To develop a common SMME database in the district using among other means, the provision of an online registration and the provision of a simple and single form (that includes the tender processes, application form, letter of good standing and other required forms)
- Regular workshops grouping Supply Chain Managers from the district and local municipalities to review the MFMA, SCMP, CIDB and PPPFA; and to lobby for the National Treasury and the National Department of Works to amend and make provision to these regulations
- To organise small SMME fairs in each local municipality
- Current LED staff (from the district as well as local municipalities) to undergo an extensive SMME development related trainings
- DEDT One Stop Shop needs to improve the facilitation processes for SMMEs to easily access ABSA/Standard Bank/Ithala SMME fund
- To prioritise the service provision to rural SMMEs before providing to urban SMMEs.
- To provide training to SMMEs via DEDT One Stop Shop and uMfolozi College
- The district and local municipalities to facilitate SMMEs in the rural areas to form joint ventures in order to reduce the transport cost of the raw materials.
- District and local municipalities to facilitate the easy access to land for SMME development
- To provide a SMME incubator in the district and implementing the artisan development programme with DACT
- Mentorship programme need to be developed and rolled out by the current SMME satellites.
- Implementing the Next Billionaire Programme for SMMEs i.e. profiling SMMEs through 1KZN TV
- Project of Mobile Entrepreneurs under the Informal Economy Chamber to uplift the informal economy traders with mobile containers



- Expanding the baking stoves programme and graduating primary cooperatives to secondary cooperatives
- Implementing the Forestry Project as presented by the business plan developed by Forestry SA in 2016/17 financial year.
- Unlocking the economic potential of the Green Economy and renewable energy projects.
- The implementation of KCDM Maritime Strategy as developed by KZN EDTEA

Based on the above mentioned projects / activities it is exciting to report about the progress made to date as follows:-

- Establishment of a District SMME Support Working Group in October 2010. This committee is comprised of institutions such as local municipalities, government departments, government agencies, tertiary institutions and private sector. All these institutions render various kinds of support to the SMMEs. King Cetshwayo District Municipality is the facilitator of this committee, which is designed to establish a communication platform amongst various sectors, thus assists in avoiding duplication of services and the like.
- One of the projects identified by the members of the SMME Support Working Group includes the design of an SMME Brochure, which contains useful information such as contact details and services rendered by different institutions. This project has been completed successfully, through the active participation of the above mentioned members of the committee. All representatives of the committee have received an opportunity to market their services in the brochure at no charge, as the brochure was funded by King Cetshwayo District Municipality. SMMEs on the other hand will benefit in receiving a variety of useful information in one brochure. The SMME Stakeholders committee held a workshop on 14 May 2014, to amend its Terms of Reference which will assist in strengthening its existence. Identification of new members was also made on the day and potential projects and initiatives that the committee needs to undertake in future. It has since been resolved that these meetings be held on quarterly basis as also reflecting on the SDBIP.
- In the 2016/17 financial year the KCDM implemented the Next Billionaire Programme where SMMEs are profiled through national TV station (1KZN TV, channel 261 on DSTV). This initiative does advertising, profiling of SMMEs and the District Municipality.
- King Cetshwayo District Municipality has since 2013 resolved to hold Annual Economic Development Symposiums. The symposiums are held under different themes, where SMMEs are invited and the crafters are included to showcase their work.
- SMME Database project has been completed, the SMME Database registration form has been designed by Urban Econ Consultants and members of the SMME Support Working Group have contributed to the final form which is available circulated widely to the SMMEs.
- The SMME Database is being updated accordingly, using the information of attendance registers of SMMEs who attends different events such as trainings, meetings, seminars etc.

- The KZN Department of Economic Development & Tourism, together with SALGA have developed an informal economy policy and has encouraged all municipalities to implement such policy in order to support the Informal Traders also known as Informal Economy Actors.
- According to the policy, the term “informal economy” is preferable to “informal sector” because the workers and enterprises in question do not fall within any one sector of economic activity, but cut across many sectors. However, the term “informal economy” tends to downplay the linkages, grey areas and interdependencies between formal and informal activities.
- As a way of implementing the policy King Cetshwayo District Municipality has contributed to the establishment of the Local Municipal Informal Economy Chambers at all five local municipalities, followed with a District Informal Economy Chamber.
- The District Informal Economy Chamber is a structure established at District level for purposes of acting as a unified for all informal economy actors in the province of Kwa Zulu Natal within the District mandate. This structure constitutes representatives from the Municipality Informal Traders Chamber plus LED officials dealing with Informal Economy. The district does not have the Informal Economy Policy, it adheres to the provincial guidelines on informal economy.
- Other than the above mentioned achievements King Cetshwayo LED Section is keeping in touch with various stakeholders in order to ensure that there is information and assistance that could be helpful to the SMMEs operating within the district.
- Mobile Entrepreneurs and baking stoves programmes are underway and will be done annually.

#### ● **STRENGTHS / OPPORTUNITIES**

- Significant growing contribution to local economies by SMMEs, following national trends
- Growing support and commitment to SMME development from the district and municipalities, technical,
- Supply chain and other departments
- Fair support for SMME development in Richards Bay, Empangeni and Eshowe
- Expansion and development of infrastructure in urban areas of the district
- LED units with relevant development strategies
- Direct access to the export market for local SMMEs
- Opportunities exist in different LED units to recruit more LED advisors
- Tender portal – Trade World
- Skills transfer programme
- Opportunity to create strong partnerships with SEDA, ZCCI, BEE Forum and other bodies
- Introduction of the new Companies Act 71 of 2008 (that will alleviate the regulatory and other red tape burdens)
- There is an opportunity for urban SMMEs to learn from current large corporate

- There is an opportunity for SMMEs and their service providers in King Cetshwayo to replicate the national and
- Provincial SMME Programmes at the local level

#### ● **WEAKNESSES/THREATS**

- Red tape from Supply Chain Management Act/Policy, CIDB, Preferential Procurement Policy Framework and MFMA
- Lack of business support unit in the district, with SEDA having only a periodic presence in other municipalities outside uMhlathuze
- Lack of a database of SMMEs and SMME service providers' in the district
- Limited qualified staff in most of the LED units throughout the district
- Weak SMME support network in rural areas (this leaves SMMEs vulnerable with limited ability to grow)
- Lack of sector specific SMME programmes in the district
- SMMEs lack access to markets, raw materials, finance, business premises and land (these are worse in the rural areas)
- Skills shortages, including business skills, human resources skills, business management skills, financial or bookkeeping skills, IT skills and technical or sector specific skills
- Lack of access to mentorship
- Limited access to information and advisory services (for urban SMMEs) and lack of access to information and advisory services for rural SMMEs
- Lack of exposure or market visibility
- Local and provincial government too focused on establishing / attracting large investment into King Cetshwayo
- Increasing and high competition from national and international firms in the urban areas

#### **C5.1.4 AGRICULTURE**

Agricultural activity is more concentrated area in the district. The agricultural sector is of a dual nature, i.e. commercial and traditional agriculture. The commercial agriculture is based on two main monocrops, namely sugar cane and forestry. The cane and forestry sectors have been at the forefront of assisting emerging farmers. Traditional agriculture is practiced on most of the Traditional Council lands in the district. The development of this sector is hindered by a low skills base and a lack of organized bodies to provide financial assistance, access to markets and market channels.

The agricultural support plan has discovered that:

The district has a developed emerging sugarcane farming community. The vegetable enterprise is lagging behind however DARD and DRDLR have installed various irrigation schemes which include Insuze (+/- 300 h.a.) as the biggest in Nkandla. Sokhulu has a

potential of 300-700 hectares of irrigation scheme with +/- 120 hectares planned by DRDLR. There has been a lack of entrepreneurial planning in the agri-business industry in the district. There is UFPM but other spheres of government are not linking their planting programme support to the only available market owned and controlled by black people. Municipalities have been focussing on poverty alleviation schemes than developing hectares enough to sustain an entrepreneur hence most gardens perish. The existence of a good product mix in the district proves that the district has a potential. This includes poultry, vegetables and livestock. The essential oils value chain is trapped at project level and not growing because it is treated as a poverty alleviation programme and even owners treat themselves as poverty alleviation beneficiaries and have not grown into entrepreneurs. There is a potential for dry crops (maize and sugar beans) that will also feed into other existing value chains.

## **GRANT FUNDING**

The municipality has received R1.5m for the implementation of essential oils projects.

In order to achieve the objectives the following programmes have been identified:

- Programme 1: Institutional Framework for District Agriculture
- Programme 2: Turnaround for Land Reform
- Programme 3: Ingonyama Trust: Developing Productive Land
- Programme 4: Climate Smart, Environmental Sustainable Agriculture
- Programme 5: Logistics: Inputs, Processing and Marketing

A package of projects has been identified under each programme as listed in the Reviewed King Cetshwayo Agricultural Development Plan. Also, King Cetshwayo district has proceeded with the establishment of their Agricultural Development Forum. The concept was proposed by the KZN Department of Agriculture to improve service delivery, communication and liaison. In consultation with key agricultural role players an appropriate institutional structure will be established to ensure the implementation of the Reviewed King Cetshwayo Development Plan.

### **C5.1.4.1 Fresh Produce Market**

One of the primary aims and objectives of King Cetshwayo Municipality is to create sustainable economic growth for both the Municipality and all relevant stakeholders, a mandate and principle that has recently come to be deemed as underperforming and of little significance to the progress of the Northern Kwa-Zulu Natal Region.

The decline in agricultural output is more evident in the decreasing number of “small scale” farmers who develop and become self-sustaining. This phenomenon is a result of many factors but more evident is maybe the municipality’s inability to provide such farmers with

the adequately required trading facilities that will enable them to trade and grow their farms as well as the overall agricultural produce of the region.

The municipality's initiative to establish a fully functioning fresh produce market that will house both the commercial (established) and communal (small scale- developing) farmers has been completed.

The Fresh Produce Market is 100% owned by King Cetshwayo District Municipality and has a board of directors and the CEO who overlook the proper functioning of the market.

## AGRI-PARKS AND RASET

The establishment of Agri-parks and introductions of Radical Agrarian Socio-Economic Transformation (RASET) are key in realising the full agricultural potential of the district. The local economic development officers responsible for sector agriculture have been tasked with grouping existing cooperatives as secondary cooperatives. KCDM has also employed agricultural specialist to deal directly with these initiatives.

### C5.1.4.2 District Development Agency

King Cetshwayo District Municipality being primarily a rural municipality focusing on agriculture started with the development of King Cetshwayo Fresh Produce Market (UFPM) which is anticipated to run as an entity on its own.

The UFPM however does not replace the need for a development agency. The district has received the conceptual report and council's approval is required for the process towards the formation of the Development Agency.

### C5.1.4.3 Job Creation

The Led Strategy was reviewed in 2015 and adopted by council in 2016

**Table 54: Summary of Strategies and Interventions Proposed**

STRATEGY	INTERVENTIONS	KEY DRIVERS
<b>OBJECTIVE 1: BUILD LED CAPACITY</b>		
Strategy: Grow Institutional Capacity and Ensure High Levels of Cooperation	Build district LED Capacity	District Municipality
	Establish District LED Agency	District Municipality
	Improve Effectiveness of District LED Forum	District Municipality
	Grow the District LED Knowledge Base	UNIZUL Zululand Chamber
<b>OBJECTIVE 2: EXPAND ECONOMIC INFRASTRUCTURE</b>		

STRATEGY	INTERVENTIONS	KEY DRIVERS
Strategy: Facilitate Rural Town / Village Establishment	Rural Town / Village Establishment	District Municipality Local Municipalities COGTA Sector Departments
Strategy: Facilitate Strategic Infrastructure Development	Port Expansion	Portnet
	Airport Redevelopment	District Municipality uMhlathuze Local Municipality ACSA
	ICT / Broadband Infrastructure Development	Telkom Private Sector
<b>OBJECTIVE 3: BUILD SMALL BUSINESSES IN 'ALTERNATIVE' SECTORS</b>		
Strategy: Build Informal Economy / SMMEs	Establishing a Conducive Environment for SMME Growth	District Municipality Local Municipalities
	Creating Space / infrastructure for Informal Economy Growth	District Municipality Local Municipalities Private Sector
	Informal Economy Capacity Building / Skills Development	DEDA Unizulu Private Sector
Strategy: Support Small Scale Agriculture	Providing Production Support through Agricultural Hubs	Dept. Of Agriculture SASA Private Sector
	Support Agricultural Produce Marketing with focus on Collective Marketing	District Municipality Private Sector
	Access to Agri-processing Facilities	Dept. of Agriculture Dept. economic Development and Tourism
	Support Land Access and Reform Processes	Dept. of Rural Development and Land Reform
	Develop Agricultural Infrastructure (Irrigation Plan Focus)	Dept. of Agriculture
Strategy: Create Business and Employment Opportunities in Construction	Promote Skills Development	FET Colleges District Municipality
		Sector Departments
	Establish Contractor Development Programme	District Municipality Public Sector Departments delivering Infrastructure / Facilities / Housing
	Guiding the Expanded Public Works Programme	COGTA

STRATEGY	INTERVENTIONS	KEY DRIVERS
Strategy: Support the Heritage Sector	Assess economic development opportunities relating to the Heritage Sector	District Municipality Film Office KZN Tourism Authority AMAFA KZN
Strategy: Grow the Green Economy	Green Economy Promotion and Facilitation	Infrastructure Agencies Private Sector Opportunity Identification
<b>OBJECTIVE 4: SUPPORT ESTABLISHED ECONOMY</b>		
Strategy: Grow Agriculture	Facilitate the Establishment of Agri-processing Facilities	District Municipality Private Sector Dept. of Agriculture
	Establishing a Conducive Environment for Agriculture	Department of Agriculture
Strategy: Market Tourism and Expand Product	Marketing District Tourism	District Municipality KZN Tourism Authority
	Strategic Product Development	Private Sector Ezemvelo KZN Wildlife District Municipality DWA
	Infrastructure Development	Port net
Strategy: Build Formal Retail / Commerce	Rural Retail / Commerce Opportunity Identification	Local Municipalities
	Retail Investment Facilitation	District Municipality Local Municipalities TIKZN
	Implement Retail development	Private Sector
Strategy: Attract Major Industries	Facilitate Investment Promotion	Richards Bay IDZ / SEZ TIKZN
	Industrial land development	Richards Bay IDZ / SEZ uMhlathuze LM uMfolozi LM uMlalazi LM Private Sector
	Coordinate the Expansion of Economic Infrastructure (for major industries)	Transnet Portnet SANRAL DOT Eskom
	Linking With and Providing Support to the Richards Bay IDZ / SEZ	Richards Bay / IDZ SEZ

#### C5.1.4.4 District Urban Projects

**Table 55: District Urban Projects**

URBAN PROJECTS			
DESCRIPTION	IMPLEMENTATION ORDER	RESPONSIBLE AGENT	FUNDING/ DEVELOPMENT AGENT
Recycling Program	1	Richards Bay Empangeni	IDC Green Fund TIKZN eThekwini Municipality
Energy Efficiency Program	2	Richards Bay Empangeni	IDC Green Fund TIKZN Energy Efficiency Association SA
Solar Water Heater Program	3	Richards Bay Empangeni	IDC Green Fund TIKZN eThekwini Municipality (Shisa Solar Program)



**KING CETSHWAYO  
IDP  
REVIEW  
AGRICULTURAL  
POTENTIAL vs POVERTY**

Map showing the King Cetshwayo District Municipalities, including Zululand District Municipality, Umkhanyakude District Municipality, Umzinyathi District Municipality, and Ilembe District Municipality. The map displays various local municipalities and their boundaries, along with waterbodies and main roads. The map also shows the distribution of HH Income % of Total HH IncR1600 across the district, categorized by color (4.0 - 5.0, 5.1 - 10, 11 - 15, 16 - 20, 21 - 25, 26 - 30, 31 - 40, 41 - 50, 51 - 54). The map includes a legend for District Municipal Boundaries, Local Municipal Boundaries, Waterbodies, Main Roads, Development Nodes (Primary Nodes, Secondary Nodes), and HH Income % of Total HH IncR1600. The map also shows the distribution of HH Income % of Total HH IncR1600 across the district, categorized by color (4.0 - 5.0, 5.1 - 10, 11 - 15, 16 - 20, 21 - 25, 26 - 30, 31 - 40, 41 - 50, 51 - 54). The map includes a legend for District Municipal Boundaries, Local Municipal Boundaries, Waterbodies, Main Roads, Development Nodes (Primary Nodes, Secondary Nodes), and HH Income % of Total HH IncR1600. The map also shows the distribution of HH Income % of Total HH IncR1600 across the district, categorized by color (4.0 - 5.0, 5.1 - 10, 11 - 15, 16 - 20, 21 - 25, 26 - 30, 31 - 40, 41 - 50, 51 - 54).

### C5.1.5 TOURISM

During 2003, a Local Tourism Master Plan was originally prepared to provide clear guidelines to achieve sustainable tourism development within King Cetshwayo area by setting and achieving implementable, realistic goals and objectives as well as tourism project implementation plans. This Tourism Master Plan was reviewed in 2010 and the tourism strategies as identified are focused to improve tourism products which will add value to tourism within the district. Projects as identified from the strategies are in line with National and Provincial strategies and programmes, and will assist economic development and investment in King Cetshwayo.

The main project findings and tourism vision alluded to the following key recommendations:

- Agreement to the principle to develop King Cetshwayo, manage, brand and market the areas as a “unique tourism destination” within the existing provincial tourism branding, thereby increasing the number of domestic and foreign tourism visits.
- King Cetshwayo District Municipality is to be responsible for the overall management and marketing of King Cetshwayo district tourism sector. This includes liaison and coordination with the six Local Municipalities in terms of setting up and operations of Community Tourism Associations as well as communication with representatives of the private sector.

The Tourism Master Plan has the following is a list of the Product and Infrastructure Strategies.

**Table 56: Tourism Product and Infrastructure Strategies**

	STRATEGY	DESCRIPTION	PRIORITY
1	Develop the Coastline for Tourism purposes	<ul style="list-style-type: none"> <li>• Improve Accessibility</li> <li>• Reclaim Coast for Tourism</li> <li>• Accommodation Development</li> </ul>	High
2	Pursue Big5 Game Reserve in District	<ul style="list-style-type: none"> <li>• Provide Support for Private game reserve projects</li> <li>• Interact with KZN wildlife</li> </ul>	High
3	Encourage Cruise ship Tourism in Richards Bay	<ul style="list-style-type: none"> <li>• Construct dedicated passenger liner terminal</li> <li>• Improve linkages with Region’s attractions for cruise tourists</li> </ul>	High / Medium
4	Extensively develop the Route 66 product	<ul style="list-style-type: none"> <li>• Encourage Tourism related SMME’s to locate on Route</li> <li>• Product Development</li> <li>• Standardize signage</li> </ul>	High
5	Develop great forests of Zululand Experience	<ul style="list-style-type: none"> <li>• Construct campsites/ cabins</li> <li>• Develop paths</li> <li>• Package great forest Tours</li> </ul>	Medium
6	Develop contemporary African Cultural Tourism	<ul style="list-style-type: none"> <li>• Add to existing cultural attractions and being developing urban African Tourism</li> </ul>	Medium
7	Improve accessibility and visibility of existing attractions	<ul style="list-style-type: none"> <li>• Tar strategically important access roads</li> <li>• Improve signage to remove area</li> </ul>	High

	STRATEGY	DESCRIPTION	PRIORITY
8	Develop adventure Tourism in District	<ul style="list-style-type: none"> <li>Promote adventure sports</li> <li>Improve high-thrill attractions</li> </ul>	Medium
9	Ensure Tourism safety in volatile areas	<ul style="list-style-type: none"> <li>Create safe tourist precincts</li> <li>Ensure community cooperation</li> <li>Provide armed security</li> </ul>	High
10	Promote more family attractions and facilities	<ul style="list-style-type: none"> <li>Develop child friendly and family oriented attractions in the District</li> </ul>	Medium
11	Nodal Tourism Development Strategy	<ul style="list-style-type: none"> <li>Identify and define area in which local economic development efforts should focus on Tourism</li> <li>Identify tourism corridors</li> </ul>	High / Medium
12	Kings Experience	<ul style="list-style-type: none"> <li>Intensive marketing campaign focusing on product development and using T.V. as a medium of marketing</li> </ul>	High

### ● TOURISM ATTRACTIONS

This section of the report provides an extract of some of the tourism attractions in the district.

#### ● LIBERATION ROUTE

The King Cetshwayo District Municipality is embarking on the development of the Liberation Route.

The King Cetshwayo District Municipality has a proud heritage history, which is integral to the role that it plays as an institution of local government. It is therefore that the district embodies a culture and vision that is both service and people-orientated. The district is embarking on a process to rename and rebrand itself to honour the legacy of the indigenous people who were born and bred here.

Liberation Heritage is a shared value demonstrating the exchange of values, dialogue among people, cultures and experiences. It presents a moment to reboot memories, celebrate triumphalism while seeking the universal comprehension of the road that was travelled to attain peace, democracy, reconciliation and development in South Africa

#### The primary objective of the Route

- To identify and package cultural tourism resources through which culture and heritage can be packaged as an economic commodity;
- Contribute significantly to the branding of King Cetshwayo as a Zulu Cultural and heritage destination;
- Increase Tourism Revenue Yield in rural areas lacking formal economic opportunities;

- Provide the opportunity for Previously Disadvantaged Individuals and groups in the ownership and operation of tourism plant.
- **DEVELOPMENT OF THE R66 HERITAGE ROUTE**  
King Cetshwayo District Municipality Tourism Development Plan identified the development of the R66 as one of the priority projects for the District. The Route is located along the R66 from the junction of the N2 and R102 at Gingindlovu to eMakhosini.

This project received funding from the Corridor Development Programme was utilized for the development of this project. Progress on the projects has been made on stakeholder interaction, research and investigations.

- **Projects Completed**

- The R66 participation at various shows including the Indaba
- Printing of R66 Map and folder
- Upgrading of Fort Nongqayi (repainting, interpretive signage and floodlights);
- Upgrade of road to Maqhamusela heritage site;
- 12 students completed their Tour Guide training successfully; and
- Road signage
- Lake Phobane day visitor facilities upgrade
- Formation of a R66 institutional structure
- Route 66 signage
- Upgrade of Lake Phobane

- **PASSENGER LINERS (CRUISE TOURISM) – MOBILE INFO UNIT**

The number of Passenger liners to the Port of Richards Bay has increased from previous years. A mobile unit, as an information office on wheels, which can entertain any enquiries is used when passenger liners dock in Richards Bay harbour and any other outdoor tourism activities.

Assistance and marketing are being provided by the uMhlathuze tourism association and the King Cetshwayo District Municipality.

- **FILM OFFICE**

The Film Office was established in 2010 as a contract project funded by KZN COGTA for two years. It has since 2013 been solely funded by King Cetshwayo District Municipality.

The Film Office is primarily divided in three main components namely training, marketing and servicing:

- The training programme component includes workshops reaching out to all corners of the North Coast Region forging a link between the market needs and the film producers. The training enables emerging film producers to

establish themselves as businesses and produce quality films to be showcased.

- The marketing component aims to place the district on the map through filming and creating an awareness of the potential of the North Coast Region.
- To act as a “one stop shop” for production companies to obtain advice, assistance, location scouting, permits and the like.

- **The Role of the Film Office**

- Manage the filming approval process on behalf of respective authorities and stakeholders; Issuing filming permits to filmmakers
- Facilitate between film producers, local government and local communities about film productions
- Market and promote the District as “The ULTIMATE FILM DESTINATION”
- Maintain effective communication between national and provincial departments, filming agencies, private landowners, business, tourists and residents of affected areas to support filming activity
- Encouraging film producers and production companies to operate in an environmentally sound and sustainable manner

- **The main activities of the Film Office are:**

- To develop databases : Filmmakers, Services, Locations;
- Supply onsite support to production crews;
- Assist with issuing of permits and obtaining permissions for filming;
- Attracting of productions to the area through exhibitions, festivals and industry networking sessions.
- Development of Local Talent

**Objectives for 2017/18:**

- To expand the Film Office to cater for the Creative and Performing Arts sector widely so as to cater for the gap market i.e. People without skills, without any formal or minimal education but with talent and willing to be trained.
- To establish a Creative and Performing Arts Academy incorporating all forms of arts working together with other players in the industry
- The Academy to also incubate its learners and provide them with entrepreneurial, financial and business management skills
- Establish formal relations with the SETAs, National Department of Arts and Culture, Provincial Department of Culture, Sports and Recreation
- Establish linkages with production houses such as the SABC, ETV, etc.

- **ZULULAND BIRDING ROUTE**

In February 2010, The Northern Zululand Birding Route was reconstituted as a self-standing association to co-ordinate and manage the on-going development of birding tourism projects in KwaZulu Natal. The Zululand Birding Route Mission is to promote

and develop birding based tourism in KwaZulu-Natal for the benefit of avid tourists, communities and birds. ZBR has been successful in re-establishing itself and extending the route towards Ballito (Ilembe District Municipality) and North towards the Mozambique border (uMkhanyakude District Municipality). It is imperative that the route ensures higher returns on input costs, greater levels of private sector support and self-generated income activities.

The following are proposed as key actions to work towards:

- Integrating with other routes and harness spin off benefits
- Increase private sector support
- Increased ownership and buy in from community bird guides
- Partnerships with tour operators

#### • **CRAFT DEVELOPMENT**

Craft development is an important part of local economic development. During the second quarter tourism reached a peak due to the holiday season. Crafters were assisted to promote their goods at every possible opportunity for example, tourism month celebrations in the shopping Mall in Richards Bay. Crafters were given exhibition space at the various events and when passenger liners dock in Richards Bay harbor.

A number of 56 craft groups had the opportunity to sell their handcraft. The crafters reported good sales during those times and appreciated the assistance from the district.

#### • **FORESTS OF ZULULAND**

The “Great Forests of Zululand” is an important tourism product of King Cetshwayo District and has been identified as a tourism nodal point that needs to be further developed. In partnership with Ezemvelo KZN Wildlife (EKZNW), the access road to the birders camp was upgraded from an untraversable road only accessible to 4 x 4 drive vehicles to a road allowing all vehicles access. Additional funding was raised by the Zululand Birding Route from Foskor for the upgrading of the Birders Camp in the Forest. Further development of the Ongoye forest is planned in terms of the provision of facilities, signage and marketing.

#### • **KWABULAWAYO TOURISM DEVELOPMENT**

This catalytic project development aims to create a tourism attraction based on historical significance and is situated in rural Bhekeshowe. The Tribal Authority consists of seven sub-wards in a 15km area. The actual site of the King Shaka KwaBulawayo Military Capital is the focus of the attraction, surrounded by a wealth of historical and cultural tourism sites. Phase 1 of the project is complete and will be operated as a day facility.

The actual site of King Shaka's Military capital, KwaBulawayo is a treasure trove of archaeological, historical, heritage, cultural and eco-tourism. King Cetshwayo District Municipality, in partnership with the Department of Cooperative Governance and Traditional Affairs, have spent over R8-million transforming the military capital into a tourism attraction of note.

The Kwabulawayo Tourism Development is an initiative of the Kwabulawayo community with an objective of creating employment opportunities for members of the community. Taking into consideration the objective of the project, services were supplied by the local Community Trust, in order to demonstrate the economic benefit of the infrastructure.

- **KINGS EXPERIENCE**

The Kings Experience is the district's branded annual tourism marketing campaign which was first launched in 2014.

The aim of the campaign is to attract tourists from all over South Africa, to visit the district especially during the festive season.

Further marketing always takes place in Sandton promoting events such as the Last Dance and Beach Festival in Sandton. Potential visitors are informed and accommodation establishments promoted to attract more visitors to the area.

- **PORT FESTIVAL**

King Cetshwayo District Municipality partnered with various organizations and municipalities always support Port Festival events when they take place annually.

A partnership with Transnet National Ports Authority in hosting the Port Festival and World Maritime week was established. The district has been in a partnership since 2015/16 to the 2017/18 financial year. This event is in line with the District's current and future program i.e. skills development in the Maritime Sector, exploring the district role in Operation Phakisa, SMME support programmes, Supplier Development and exposing cooperatives and small businesses to opportunities in the maritime sector.

- **THE BEACH FESTIVALS**

The Beach Festival is always hosted during festive season and is gaining momentum each year. King Cetshwayo District Municipality partners with the City of uMhlatuze on this event. The aim of the Beach Festival is to entertain and educate families of all ages and genders – a social cohesion exercise. The event has performers entertaining crowds, sports activities, local arts and crafts, and fun for the young children. The Beach Festival has become a key annual event in the district, creating a boost for tourism.

- **THE LAST DANCE MUSIC FESTIVAL**

The King Cetshwayo Last Dance New Year's festival was initiated in 2010 as part of the 2010 FIFA world cup. In the previous years the event has grown to another level and declared as the annual event due to its success and potential. The 2016 event took place on 31 December 2016 at the uMhlathuze Sports Complex and a "Giving Back Picnic" was held on 1 January 2017.

The event organizing company for this event is Mbawula Investments in collaboration with the partners for the event.

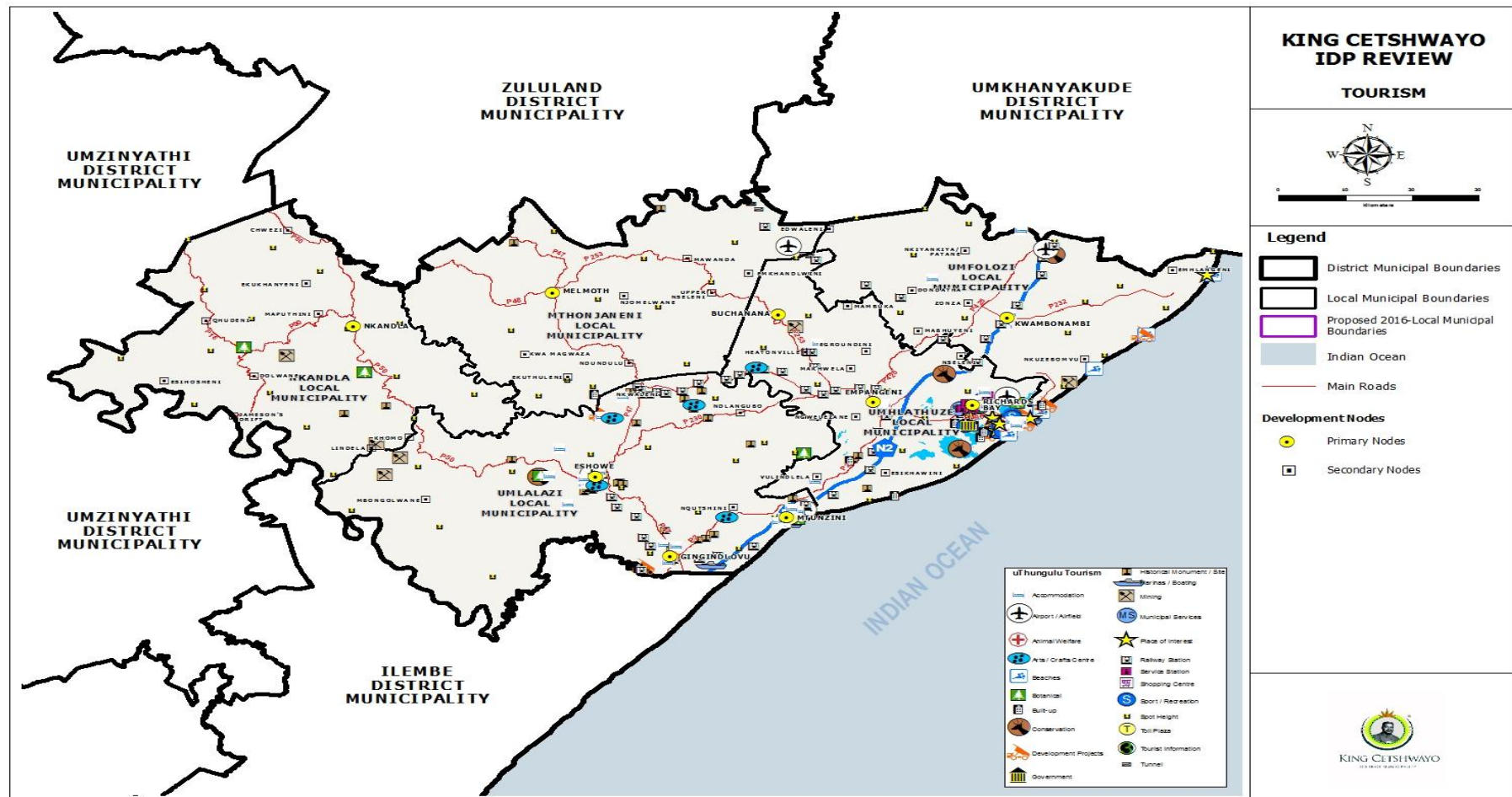
The target market for this event is mainly for the young and upcoming market. The festival contributes positively towards promoting the district during the festive season.



Map 46: Heritage Importance



Map 47: Tourism



#### **C5.1.6 MANUFACTURING (INDUSTRIAL)**

The biggest sector in King Cetshwayo is the manufacturing sector. The manufacturing activities in King Cetshwayo are metals, metal products and equipment, chemical products, wood and paper. The sector is highly specialized and focuses on exports. Manufacturing activities are concentrated mainly in the areas like uMhlathuze forming part of primary manufacturing centre and uMlalazi forming the secondary manufacturing centre.

In Mthonjaneni there are predominantly small scale ventures while uMfolozi is dominated by Sappi and Mondi manufacturing industries. Metals and related products are the biggest industries in the district contributing more than 40% to the district economy followed by the petroleum, rubber, plastics and chemical industries which contributes 18% and the wood, paper and printing industry that contributed 13%. The manufacturing of food, beverages and tobacco products, transport equipment products, and furniture products, contributed more than R350 million each to King Cetshwayo economy. The prospects of IDZ in King Cetshwayo represent opportunities for manufacturing goods targeting the local and global economies.

#### **C5.1.7 MINING**

The district is home to two mining giants who have capitalised on the mineral-rich land in King Cetshwayo. Richards Bay Minerals (RBM) is a leading producer of titanium minerals, high purity iron and zircon, found in the coastal sands of the region. It supplies most of SA's needs and exports the remaining products across the globe. Exxaro KZN Sands is SA's flagship empowerment mining company, involved in the mining, beneficiation and smelting of mineral sands, mainly to produce titanium slag from smelting ilmenite. Other products include zircon, rutile, leucoxene and low manganese pig iron.

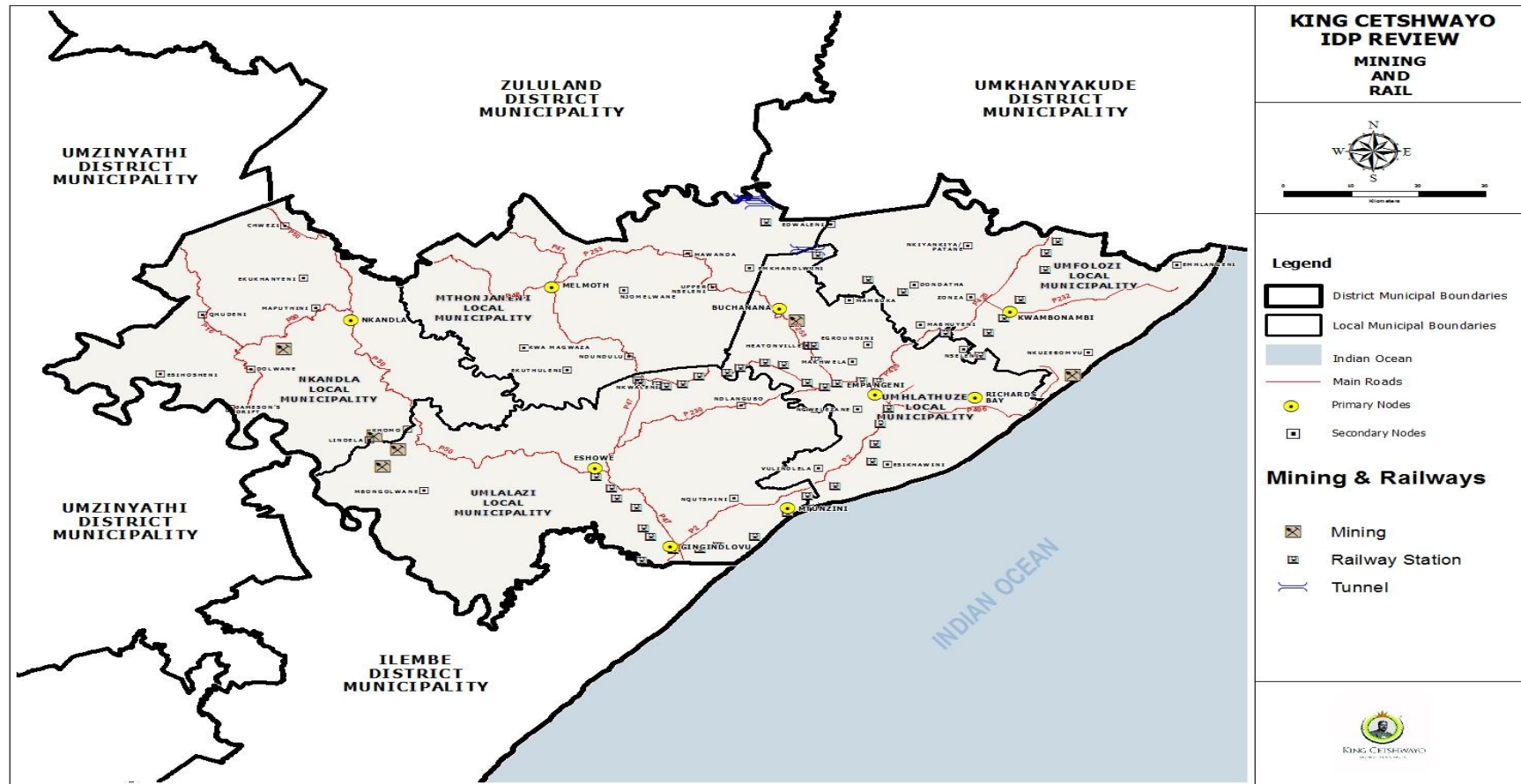
#### **C5.1.8 PORT SERVICES SECTOR**

As the third most important town in KZN, Richards Bay boasts the presence of the port of Richards Bay. The harbour is the deepest and second largest export coal terminal in the world. The recent expansion given its land area of 2.157 hectares and 1.495 hectares of water area now makes this port one of the largest ports in the world. Richards Bay Coal Terminal Company limited will see the coal terminal's capacity expanded to in excess of 75-million tons of cargo annually. The bulk-handling facilities of the harbour are world-class and the trade links with international economies through the port have been the prime impetus for large-scale industrialisation in the area.

#### **C5.1.9 GREEN ECONOMY**

The district with the support of its social partners like COGTA is currently implementing innovative renewable and clean energy projects in the rural areas. The most notable projects in KCDM are the Biogas and Wonderpot projects. Funding for these projects has been secured from COGTA and efforts to secure more funding will be intensified due to the success of the pilot projects (See Section I).

Map 48: Mining and Railways





### C5.1.10 LOCAL ECONOMIC DEVELOPMENT INITIATIVES

#### ● WEAKNESS/THREATS

- Impact of HIV and AIDS on labour
- Brain drain to more urbanised locations
- Lack of funding for SMME's
- Lack of capacity in terms of skills in LED sections of Local Municipality
- Lack of funding and business skills for SMME's
- Lack of access to markets

#### ● STRENGTHS/OPPORTUNITIES

- Availability of labour in the district
- Broad based tourism appeal
- Strong agricultural sector
- Good transportation networks (roads and rail)
- Availability of relevant sector plan (LED strategy)
- Effective IGR structures

## C5.2 SOCIAL DEVELOPMENT ANALYSIS

Social and community development deals with issues ranging from environmental health services to education and the provision of community facilities. As such, community upliftment and awareness in matters of gender, HIV/AIDS communicable diseases are of importance here.

Within the district, there is a need to develop recreational facilities such as sports facilities for the youth as there is a lack of such in the majority of the communities. Development of such facilities will allow for the exploration of youth talent in sport, music and other cultural activities. However, the major constraints to investment are the lack of financial resources and the general sentiment that such developments are not a priority. There is a high demand for health services. The municipal health function (environmental health) has been transferred to the District.

Disaster Management is regarded as a key issue due to the fact that the district is prone to fires and floods that cause severe damage and require large financial resources to correct damage done at any given time. King Cetshwayo District Municipality has completed its Disaster Management Plan. The preparation of the plan was not funded from external sources although the district receives assistance with disaster relief in the form of grants and provisions from the Provincial Authorities. The phase 1 report concluded that three of the local municipalities in the district, i.e. Nkandla, uMfolozi and Mthonjaneni require technical assistance for the preparation of their respective phase 2 and 3 disaster management reports.

The focus of the remainder of this section will be on access to community facilities, the impact of HIV/Aids as well as improved community awareness.

### C5.2.1 EDUCATION

The municipal area is well provided with Schools and the facilities are reasonably well distributed. No information exists regarding the standard of the facilities or the availability of water and sanitation at the Schools.

It is notable and extremely concerning that, according to the 2011 census, there are 3 wards in the municipal area where more than 20% of the population have no schooling while there are schools facilities available in the area. This trend need to be investigated by the relevant authorities and attended to as a matter of urgency. The following wards are indicated:

- Mthonjaneni LM Ward 3
- Nkandla LM Wards 9 and 13.

**Table 57: Access to Primary School Facilities**

Primary Schools								
Facility	Current Population	Threshold Population	Threshold Distance to Facility	Population Residing within Threshold Distance to Facility	Population Residing outside Threshold Distance to Facility	Prescribe Number of Facilities	Existing Number of Facilities	Additional Required
uMhlathuze LM	334 459	3 500	1.5Km	288 185	46 274	96	70	26
Nkandla LM	114 417	3 500	1.5Km	63 638	50 779	33	120	0
Mfolozi LM	122 788	3 500	1.5Km	74 247	48 541	35	62	0
Ntambanana LM	72 338	3 500	1.5Km	37 252	35 086	21	38	0
uMlalazi LM	213 602	3 500	1.5Km	127 150	86 452	61	135	0
Mthonjaneni LM	47 818	3 500	1.5Km	19 821	27 997	14	27	0
uThungulu DM	905 422	3 500	1.5Km	610 293	295 129	260	452	0

**Table 58: Access to Secondary School Facilities**

Secondary Schools								
Facility	Current Population	Threshold Population	Threshold Distance to Facility	Population Residing within Threshold Distance to Facility	Population Residing outside Threshold Distance to Facility	Prescribe Number of Facilities	Existing Number of Facilities	Additional Required
uMhlathuze LM	334 459	7 000	2.25Km	294 142	40 317	48	42	6
Nkandla LM	114 417	7 000	2.25Km	63 262	51 155	16	48	0
Mfolozi LM	122 788	7 000	2.25Km	69 651	53 137	18	28	0
Ntambanana LM	72 338	7 000	2.25Km	36 292	36 046	10	18	0
uMlalazi LM	213 602	7 000	2.25Km	122 976	90 626	31	57	0
Mthonjaneni LM	47 818	7 000	2.25Km	24 003	23 815	7	11	0
uThungulu DM	905 422	7 000	2.25Km	610 326	295 096	130	100	6

Source: King Cetshwayo DGDP

## **C5.2.2 DEPT OF EDUCATION PROJECTS**

**REFER TO SECTION H**

**KING CETSHWAYO IDP REVIEW**  
**NO SCHOOLING**

**Legend**

- District Municipal Boundaries
- Local Municipal Boundaries
- Indian Ocean
- Main Roads
- Development Nodes
  - Primary Nodes
  - Secondary Nodes

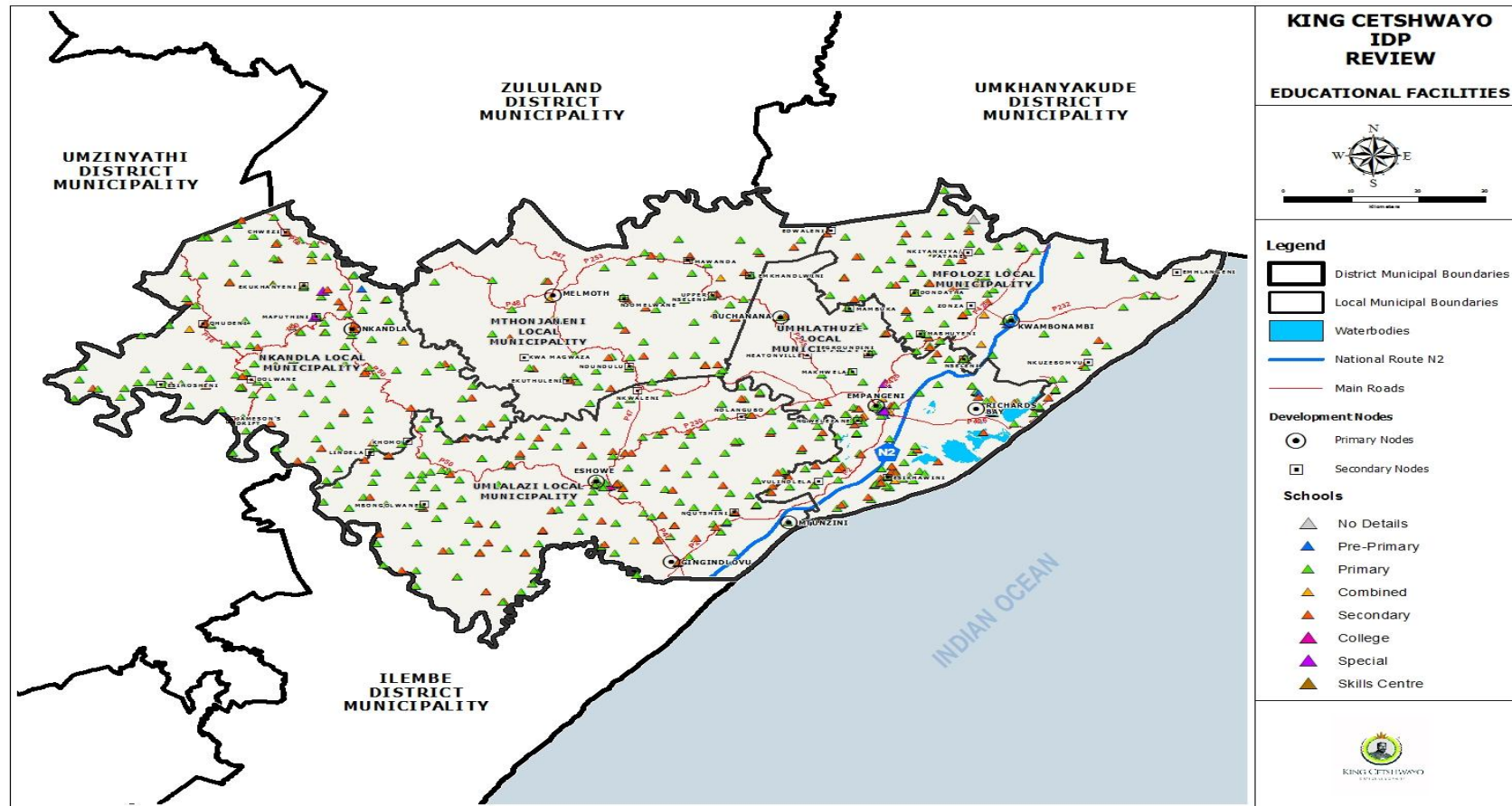
**% of total Household with no Education**

- 0.972 - 2.50
- 2.51 - 5.00
- 5.01 - 7.50
- 7.51 - 10.0
- 10.1 - 12.5
- 12.6 - 15.0
- 15.1 - 17.5
- 17.6 - 20.0
- 20.1 - 22.7

**KING CETSHWAYO**  
LOCAL MUNICIPALITY



Map 50: Educational Facilities



## **C5.2.2 HEALTH**

### **C5.2.2.1 Impact of HIV/AIDS, STIs and Tuberculosis**

- **Epidemiological Overview of HIV and AIDS in King Cetshwayo District and KwaZulu-Natal:**

The Province of Kwazulu-Natal continues to have the highest HIV prevalence, compared to other provinces in South Africa. This is according to the 2012 South African National HIV Prevalence, Incidence and Behaviour Survey Report of the Human Sciences Research Council (HSRC).

The Survey reveals that although the province is turning the tide against the disease, there are people who are still getting infected. According to this report, HIV prevalence is at 27,9% among people of reproductive ages between 15 and 49 years. However, if one zooms at the 15 to 24 years group, HIV prevalence has declined, going from 16.1% in 2005, to 12% in 2012.

Medical male circumcision is said to be playing a role in the reduction of infections. The KwaZulu-Natal provincial government's decision to undertake medical male circumcision drive is bearing some fruit although the numbers of circumcised males are still relatively low in the province. Dr Khangelani Zuma of the HSRC says that more effort needs to be put into encouraging people to get medically circumcised.

The Report also highlights the fact that although HIV prevalence is still high, the availability of antiretroviral treatment has drastically cut down the number of people dying and the mother-to-child transmissions.

- **Impact of HIV/AIDS on development**

Typical impacts of AIDS include decreased productivity of workers, increased absenteeism and additional costs of training of new workers. It also represents a greater demand and pressure on health facilities and as the statistics gathered from antenatal clinics indicate a very real problem of AIDS orphans and child (minor) headed households. These factors must be taken cognizance of when devising local economic development strategies.

- **King Cetshwayo District TB and HIV prevalence:**

The HIV prevalence for King Cetshwayo District, just as that of the KZN province, is high. King Cetshwayo District is therefore also prioritized in the initiatives to combat the spread of the infections. The high TB and HIV prevalence in King Cetshwayo demands that interventions being put in place go beyond obvious, extra ordinary community driven solutions by committed individuals should define the destiny of King Cetshwayo communities.

- **The District comprehensive approach in the war against HIV and AIDS:**

A multi-stakeholder involvement is needed to build a strong preventative, treatment, caring and supportive environment in the fight against HIV and AIDS. Employers, unions, religious groups, civil society organisations, ward councillors, political leaders, Amakhosi, IziNduna, Traditional Health Practitioners, Sport Bodies, Business Sector, Community Care

Givers, CDWs, Youth Ambassadors and other relevant stakeholders have to provide the type of leadership and direction that will lead to real change in people's attitudes and behaviour at ward level . Without a massive joint effort, our district and its people will be shattered by this disease.

- **Functionality of the District AIDS Council and its Local AIDS Councils:**

King Cetshwayo District AIDS Council is functional and is committed to addressing HIV and AIDS issues with the aggressiveness it deserves. All six <sup>Local</sup> Municipalities under King Cetshwayo District Municipality have established Local AIDS Councils. The functionality of all six Local AIDS Councils is an uncompromised mandate for King Cetshwayo District Municipality; it is in the Multi-Sectoral District Strategic Plan for HIV and AIDS, STI and TB 2012-2016 to ensure a homogeneous integration and a unified approach between the Local AIDS Councils (LAC's) and the DAC to responding to HIV and AIDS issues.

- **The Multi-Sectoral District Strategic Plan for HIV and AIDS, STI and TB 2012-2016:**

The District Strategic plan focuses on the following Five Priority Areas aiming at ensuring comprehensive and coherent response to HIV/AIDS:

- **PRIORITY AREA ONE: PREVENTION OF HIV, STI AND TB (HAST):**

- **Goals:**

- To prevent the spread of HIV, STI and TB infections

- **Objectives:**

- To reduce new HIV infections to less than 1%
- To reduce new smear positive TB infections to less than 200 per 100 000 population
- To reduce STI incidence to less than 0.5%

- **PRIORITY AREA TWO: SUSTAINING HEALTH AND WELLNESS:**

- **Goals:**

- To ensure sustenance of health and wellness by those infected and affected by HIV, STI and TB

- **Objectives:**

- To reduce mortality, sustain wellness and improve quality of life of at least 80% of those infected and affected
- To reduce morbidity and improve quality of life of those infected and affected

- **PRIORITY AREA THREE: PROMOTION OF HUMAN RIGHTS AND PROMOTION TO ACCESS TO JUSTICE:**

- **Goals:**

- To ensure protection of human rights and promotion of access to justice for those infected and affected by diseases
- A supportive political environment with a proactive multi-sectoral HIV and AIDS response to protect the rights of those infected and affected

- **Objectives:**

- To ensure that a legal framework exists and is used to protect the rights of people living with HIV and AIDS
- To halve the stigma related to HIV, STI and TB
- To strengthen political and public commitment in order to create a visible, decisive and effective leadership within all sectors

● **PRIORITY AREA FOUR: REDUCING STRUCTURAL VULNERABILITY – SOCIAL AND CULTURAL NORMS AND VALUES TOWARDS HIV, STI AND TB:**

• **Goals:**

- To reduce structural vulnerability relating to social and cultural norms towards HIV, STI and TB due to poverty, socio-cultural norms and gender imbalance

• **Objectives:**

- To reduce vulnerability to HIV, STI and TB due to poverty, socio-cultural norms and gender imbalance
- To ensure that infected and affected people are empowered with appropriate coping skills

● **PRIORITY AREA FIVE: COORDINATION, MONITORING EVALUATION AND RESEARCH:**

• **Goals:**

- To monitor the effectiveness of the response to HIV and AIDS, STI and TB
- Providing effective coordinated local response to HIV and AIDS that is informed by monitoring, evaluation and research.

• **Objectives:**

- To have a well-coordinated district response to HIV, STI and TB that is informed by an effective M&E system
- To ensure updates of HIV and AIDS profile; develop evidence based comprehensive multi-sectoral action plans; monitors the implementation of the Action Plan through quarterly reporting and quarterly meeting in which at least 60% of designated members attend; disburse and monitor usage of resources according to plans

There is a need for more strategic and driven **HIV/AIDS** awareness programmes as the level of AIDS related deaths, especially amongst the youth are unacceptable. It is imperative that there is buy-in from communities if the programmes and campaigns are to be successful.

The following effect of HIV/AIDS socially should be noted:

- Poorer households are more vulnerable and the epidemic is likely to deepen poverty and compromise upward mobility
- A greater demand for health care facilities
- A greater demand for financial and welfare support for orphans

The effect of HIV/AIDS economically is:

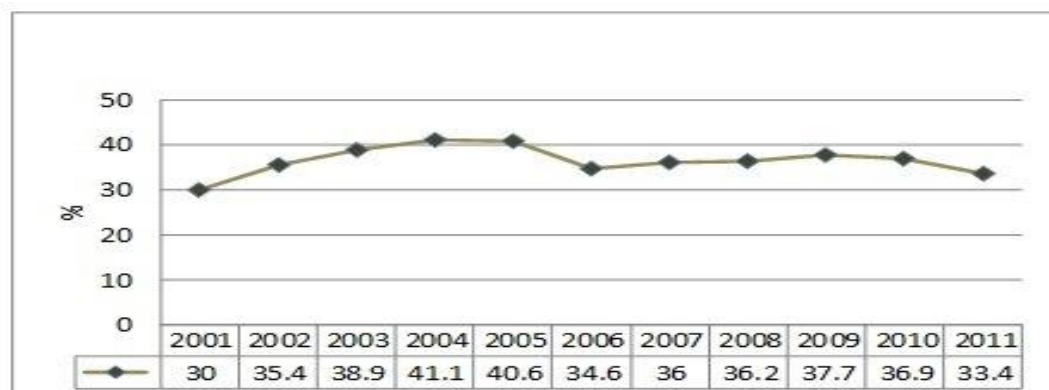
- A shift from savings to current expenditure, thus limiting fixed investment and economic growth
- Possibility of “technological deepening” of the economy as a result of higher absenteeism rates
- Withdrawal of healthy workers to care for ill family members
- Fundamental erosion of South Africa’s two key weaknesses: savings and skills shortage
- Increased spending on pharmaceuticals and funerals

The likely effect of HIV/AIDS on planning:

- Population growth and the structure of the population will change in terms of age and gender
- Demand for services such as schools, housing and health care facilities will change
- Provincial and national enrolment
- Impact on development i.e. physical and economic
- Impact on skilled and unskilled labor force;
- Impact on resources and environment;
- Impacts on capacity of institutions;
- Impact on the local economy; and
- Spatial implications

It should be acknowledged that a very big percentage of the people with HIV/AIDS are actually now on anti-retrovirals and therefore are living longer. The death rate is no longer as high as it was before. It is also true that new infections still do take place in spite of the programmes to educate people about HIV that have been in place for some time. It is therefore necessary that we double our efforts on our awareness campaigns. As is obvious, the health facilities play the key role in the fight against HIV and AIDS. King Cetshwayo Community has at its disposal various health facilities from clinics to hospitals.

**Table 50: HIV prevalence among antenatal clients**



Source: District Health Barometer 2012

**Table 60: HIV prevalence among clients tested (excluding antenatal)**

YEAR	KING CETSHWAYO	KCDM HAS BUDGETED R1 200 000 FOR	MTHONJANENI	NKANDLA	NTAMBANANA	UMHLATHUZE	UMLALAZI
2010	19.2	19.5	17.9	12.9	11.1	22.6	20.1
2011	17.5	15.5	14.1	7.5	16.8	24.6	15.9
2012	15.5	14.9	9.2	8.7	15.4	20.9	13.8
2013	13.4	10.4	8.3	7.3	12.1	18.8	13.4

Source: DHIS

The Department of Health from 2010 started with an extensive HCT campaign and an HIV prevention strategy. This marked the introduction of Medical Male Circumcision and an accelerated condom distribution plan. As a result there is the decrease in HIV prevalence rate as was at 19.2 in 2010 and 13.4 in 2013. uMhlathuze sub district is still having the highest prevalence rate of 18.8 in 2013 and Nkandla has the lowest prevalence rate of 7.3

- **Hospitals in King Cetshwayo District**

The District has one Tertiary hospital, one Regional hospital, six District Hospitals, 63 fixed Clinics, 1 CHC and 19 mobile clinic teams. All the Local Government Clinics in the district have been taken over by the provincial Department of Health. Mfolozi and uMhlathuze sub districts do not have district hospitals and they use Ngwelezana Hospital for district hospital services.

- **Regional Hospitals**

- **Ngwelezane Hospital**

Ngwelezana Hospital is a 554 bedded hospital. It provides District, Regional and Tertiary Services to communities from King Cetshwayo, Umkhanyakude and Zululand Districts. It is situated at Ngwelezana Suburb which is 5km's away from Empangeni. Empangeni is about 20km's from Richards Bay Industrial area, Harbour and Beaches and Airport.

- **Eshowe Hospital**

The Eshowe hospital is a 460 bed hospital and has a staff of over five hundred members, which include twenty doctors, (Eshowe Hospital is accredited for training interns), four pharmacists and 290 nurses. Facilities include an emergency room, an endoscopy room, four fully-equipped operating theatres, a small physiotherapy department and a radiology department capable of doing a variety of investigations including contrast studies and ultrasound examinations.

- **District Hospitals**

District Hospitals include Catherine Booth hospital, Ekombe hospital, Mbongolwane hospital, Nkandla hospital, and KwaMagwaza hospital. Indeed the hospitals and the clinics

provide an accessible, integrated, high quality health service to the community, which includes HIV/AIDS treatment.

**Table 61: Health Facilities per Municipality**

Sub-Districts	Health Posts		Mobiles		Clinics		Community Health Centres (24 x 7)		District Hospitals
	LG	P	LG	P	LG	P	LG	P	
kz Nkandla Local Municipality		1		4		19			2
kz uMlalazi Local Municipality				6		14			3
kz Mbonambi Local Municipality				2		7			0
kz uMhlathuze Local Municipality				4		13		1	0
kz Mthonjaneni Local Municipality		1		2		5			1
District		2		19		63		1	6

**Source: DHP 2017/18**

The total fixed PHC facilities for King Cetshwayo district increased from 61 (2014/15) to 63 (2015/16) with the addition of two clinics in uMhlathuze sub district. The mobile clinic teams remains 19, 2 health posts and 1CHC. The total district PHC headcount for the district was 2762 385 (2015/16) below the targeted 2955917 for 2015/16. The overall fleet for Mobile clinic vehicles in the district is old and spent most of the time out for repairs. A number of car hijackings had an impact in outreach programmes in the district.

According to the information in the table above and map 36 below it seems that the district is well provided for in terms of health care facilities, especially in the light of availability of hospital facilities in the uMhlathuze area.

### **C5.3 DEPT OF HEALTH PROJECTS**

**REFER TO SECTION H**



**KING CETSHWAYO IDP REVIEW**

**HEALTH FACILITIES**

**Legend**

- District Municipal Boundaries
- Local Municipal Boundaries
- Waterbodies
- National Route N2
- Main Roads

**Development Nodes**

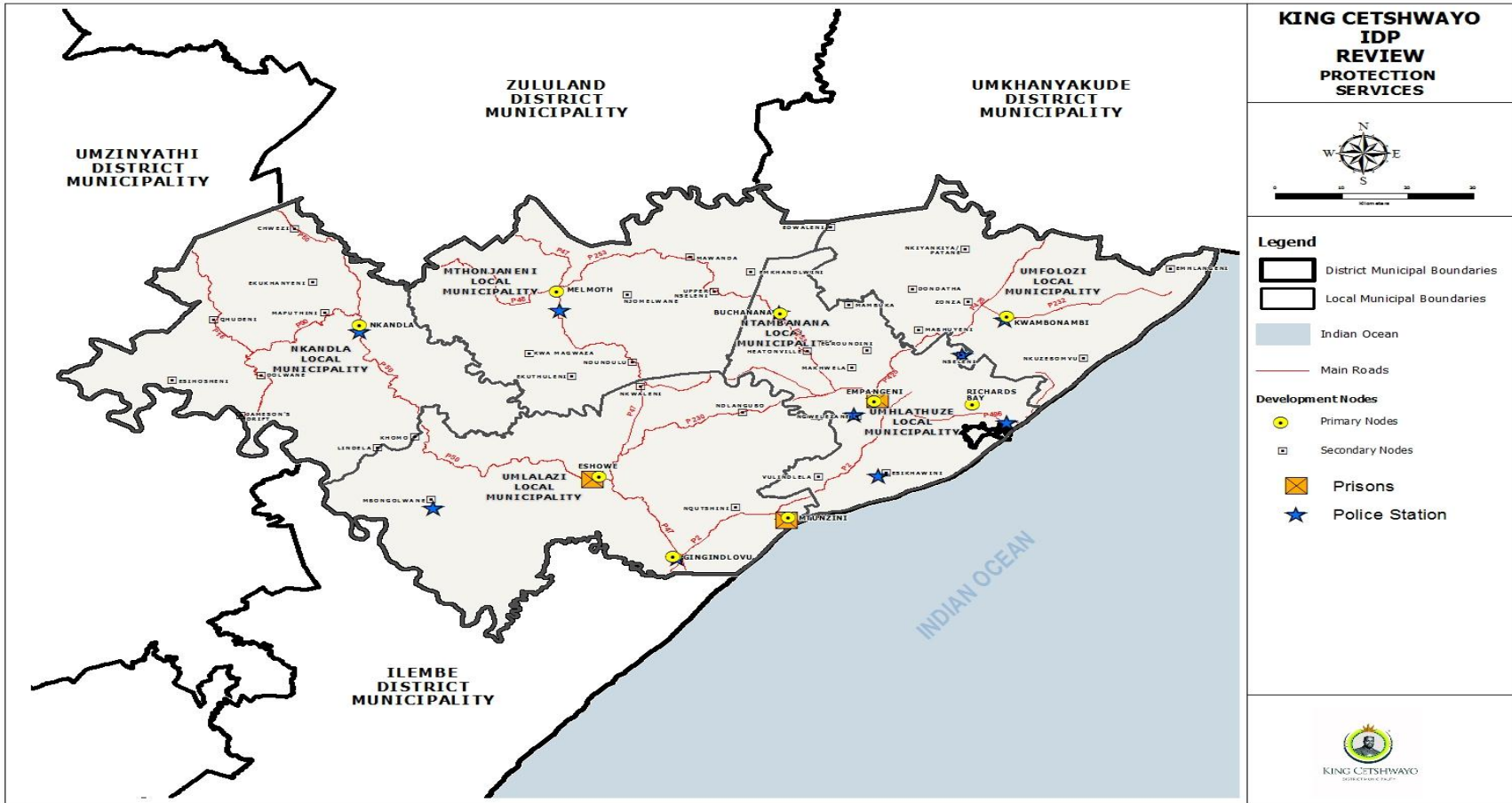
- Primary Nodes
- Secondary Nodes

**Health**

- Satellite Clinic
- CHC
- Clinic
- Clinic C
- Hospital
- District Hospital
- Regional Hospital
- Tertiary Hospital



## Map 52: Protection Services



### **C5.2.3 SAFETY AND SECURITY**

Crime Awareness Campaigns, through the Community Policing Forums with co-operation of the local SAPS and the Regional Security Cluster, are being undertaken. The municipality does not have a Municipal Safety Plan as yet but through the IGR forums the plan will be developed.

**Table 62: Protection Services**

<b>POLICE STATIONS</b>	<b>NUMBER</b>
uMfolozi	1
Mthonjaneni	1
Nkandla	1
uMhlathuze	6
uMlalazi	4

*Source: KCDM GIS*

## **C5.3 NATION BUILDING AND SOCIAL COHESION**

All the Community Services programmes are generally geared to have an impact on nation building and social cohesion, for example:

### **C5.3.1 SPORT**

Sport brings people together and encourages cooperation. Each athlete in a team has to work closely with other athletes for the success of the team.

### **C5.3.2 PROGRAMMES FOR THE MARGINALISED**

Forums have been established for all the marginalized groups. These forums serve the purpose of discussing and coming up with solutions on the various problems affecting the groups and the society in general. For example, we have the Youth Council, Disability Forum, Senior Citizens Forum, Men's Forum, etc.; all of these Forums meet regularly and discuss issues pertinent to each group and the society as a whole. Solutions to various social ills are sought through these structures.

## **C5.4 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS**

The vulnerable groups are taken care of through Community Development Interventions that are identified by the Groups themselves. Vulnerable Groups in their Forum meetings identify their needs and suggest possible interventions required. The vulnerable groups include disabled people, youth, children, senior citizens, HIV positive people and the affected people. The interventions cover a range of issues such as health, education, food security, skills development, etc

## **C5.5 YOUTH DEVELOPMENT**

The interventions for Youth Development encompass Health Education, Education and Training, Economic Emancipation, Skills Development, Safety and Security, Social Transformation, Sports and recreation and Arts & Culture. The interventions are informed by the objectives of King Cetshwayo Youth Strategy for the current financial year.

## **C5.6 DEVELOPMENT OF PEOPLE WITH DISABILITIES**

The initiatives for the development of people with disabilities focus on:

- Viable/functional structures/ forums at local municipalities and ward levels;
- Functional disabled support groups;
- Empowerment of parents of children with disabilities;
- Community workshops on disability management;
- Sign language;
- Health issues
- Commemoration of International Day and Parliament for people with disabilities.

## **C5.7 DEVELOPMENT OF WOMEN**

The interventions for the development of women cover the issues:

- Gender abuse and violence,
- Human Rights issues,
- Entrepreneurship and business management,
- Health issues,
- Education issues;
- Agriculture/ farming projects including One Garden One Home and;
- Strengthening of functional structures/ forums at local municipalities and ward levels.

## **C5.8 EARLY CHILDHOOD DEVELOPMENT**

The programme Children's Rights takes care of the Early Childhood development (ECD) initiative whereby the focus is on supporting centres for early child development as per their unique identified needs, such as educational material, toys for cognitive development and tools & equipment for centres. The conducting of Children's Rights Awareness Campaigns on ECD centres is part of the development intervention for the children.

## **C5.9 ARTS AND CULTURE**

Goals for Arts and Culture:

- To promote and support cultural activities that celebrates the rich and diverse cultural heritage of all King Cetshwayo District Municipality Citizens.
- Contribute towards economic and social growth and to address unemployment, inequality and poverty by organizing information sharing sessions and continue to play leading role in the skills development programmes for artists. Training of visual and non-visual artists will be escalated.
- Build a socially inclusive and cohesive society by implementing social cohesion and moral regeneration Programmes. In order to maximize the social cohesion profile of the District, a number of intercultural dialogues will be held in various parts of the district to promote nation building.
- Ensure that more focus is placed on theatre, craft development, music and dance. These interventions will be extended to rural communities in order to maximize rural participation in programmes and events.

- The hosting and participation in the main cultural events aimed at promoting social cohesion and culture instillation which includes, the Operation Siyaya eMhlangeni, Actual Reed Dance Ceremony, Africa Day, Freedom Day, Umkhosi kaNomkhubulwane, Umkhosi WeLembe, Heritage Day, Umkhosi Wesivivane, Imvunge YoSelwa, uMkhosi WoseLwa, Ingoma and other music festivals.
- To ensure that functional Structures to deal with Arts and Culture Programmes in the District are established.

#### **THE IMPLEMENTATION PLAN IS FOCUSED ON THE FOLLOWING KEY PERFORMANCE AREAS:**

- Social transformation of society through arts, culture and heritage
- Implementation of interventions that enhance social cohesion and inclusion in the District
- Creation of an environment that fosters the development and preservation of all art forms and cultures in the District
- Contribution towards the creation of sustainable livelihoods for the people of King Cetshwayo and nurturing emerging entrepreneurs through arts and culture sectors

### **C5.9 SOCIAL DEVELOPMENT SWOT ANALYSIS**

#### **● STRENGTHS AND OPPORTUNITY**

- **Sport, youth & culture programmes**
  - Potential to enhance Sport & Youth Development
  - Promotion of cultural activities
  - Each programme to have a dedicated officer
- **Environmental & Health**
  - Devolution of environmental health services from province to district municipalities
  - Finalization of Devolution of EHS will enhance service delivery
- **Special Programmes**
  - Strengthening of awareness campaigns at ward level on vulnerability matters
  - Alignment of programmes with Provincial and national guidelines
- **Crime Prevention**
  - Budget availability to implement crime prevention strategies
  - Function has a potential for growth to enhance crime awareness
  - KCDM advisory forum to be established

#### **● WEAKNESS AND THREATS**

- **Disaster Management**
  - Personnel: Inadequate
  - Building: OHM Compliance, old building, office space
  - Equipment: Out-dated, insufficient
  - Financial resources
  - Poor or limited service delivery

- **Sport, youth & culture programmes**
  - Inadequate financial resources
  - Fragmentation not well coordinated plans for this programme
  - Sport only concentrate on SALGA Games
  - The sport budget is mainly used for SALGA Games- annual event
- **Environmental & Health**
  - Shortage of staff rendering EHS thus hampering service delivery
  - EHS funds being used for non-environmental health matters
  - Delay in the Air Quality Management Plan
  - Insufficient rendering of EHS could result in health hazards and epidemics
- **Special Programmes**
  - Shortage of staff
  - Limited resources e.g. laptops
  - Non adherence to work plans or programmes
- **Crime Prevention**
  - No dedicated official
  - No programmes
  - Increase in crime activities within the district

## **C6.0 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS**

### **C6.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS**

#### **C6.1.1 MAIN SOURCES OF REVENUE**

The municipality's main sources of revenue are:

- Grants and Subsidies from national and provincial governments;
- Equitable share from national government;
- Service charges from water, sanitation solid waste and cemetery services provided by the District;
- Interest from investing the municipality's funds and interest charged for services not paid on time by consumers; and
- Other – including tender deposits and other income collected by the municipality from other service charges.
- Vat
- Corporate donations

#### **C6.1.2 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)**

The District Municipality in its composition is predominately rural, with the more significant portion of the population concentrated outside the formalised urban areas. Reaching these residents in the rural areas has provided logistical challenges in that due to funding and capacity constraints, portable piped water and water borne sewerage systems are not available. These consumers are serviced through other mechanisms which often prove to be more costly than traditional piped water reticulation systems and include water delivery methods such as tanker delivery, stand pipes, communal jojo's, boreholes and un-metered yard connections. Ideally all consumers whether living in urban development or rural developments should receive the basic level of service at no cost, and with the exception of a declining percentage of backlogs, the municipality is rapidly ensuring that all consumers receive basic services. It is acknowledged that in servicing these consumers, costs associated thereto are in excess of EQS and hence supplemented through internal funding. This is however due to historical data on population and the actual beneficiaries of services. The District's population has grown over the past years and in this regard an in depth backlog study is being initiated to establish a more realistic indication of the number of poor beneficiaries to free basic services. With this information which should be finalised in due course, a more substantiated and quantitative analysis could be provided on free basic services for the poor (indigent).

King Cetshwayo District Municipality has an Indigent Policy in place; the indigent package is as follows:

- Reduced Sewer services
- No refundable deposits
- 10 kilolitres free water.

As 29 February 2016 of the total of 39007 consumers, 2780 were registered as indigent with a book debt of R1 391 870.34. As 30 June 2012 of the total of 27 466 consumers, 3 291 were registered as indigent with a book debt of R 3,435,552.59.

The household income beneficiary threshold qualification for indigent support is equivalent to two times the monthly old age state grant. The register of Indigent consumers is limited to consumers who have made application and have been accepted, subject to the ward councillor vetting the application. However some consumers have not applied even though they qualify for the Indigent Programme. This is mostly due to a lack of knowledge about the programme, and reluctance due to perceived stigma about indigent status.

The revenue department does conduct revenue workshops within the suburbs to assist consumers to register for indigent programs.

In addition to allowing domestic consumers a free monthly allocation of 6kl of water, all registered indigent consumers are allocated a further 4kl. This was considered after an analysis of poor households revealed that many home have a significant number of occupants, and the allocated 6kl of water is seldom sufficient.

The municipality commenced with the process of implementing intelligent/smart meters which will assist in ensuring that consumers buy water in advance and also restricted consumers receive water up to the free basic service level and nothing more. . It be noted that since the activation of smart meters in 2015 in some areas, notable improvements have been recorded with regard to the spiralling debt as well as water conservation.

The key elements of Councils Indigent policy are summarised as follows:

- **Purpose**  
Council has identified that there is a vast number of residents within the district who cannot afford to pay for municipal services. In this regard Council has identified free and subsidized services that may be offered to the poor.
- **Classification**  
Council sets minimum criteria for the classification of an indigent, the key aspects of which are as follows:
  - Property value to not exceed R 250 000.00.
  - Total household income to not exceed the equivalent of two state pensions.
  - Property owner to not own other properties.
- **Universal Approach**
  - All residential consumers within the District shall be entitled to 6kl of water per month at no cost.
  - All sewers for residential consumers shall be capped at rates determined by Council, irrespective of the value of the property.
- **Targeted Approach**  
Consumers who are identified as indigent shall receive the following benefits;
  - 10kl of free water per month.
  - Exempt from the payment of water service charges.
  - Exempt from the payment of refundable deposits.
  - Rebate on sewer charges.

- **Water**
  - The first 10 kl's of water per month will be supplied free of charge, thereafter the tariffs as promulgated for domestic tariffs shall be applicable.
  - The registered indigent consumer shall be exempted from payment of the service fee for water which is applicable to any domestic consumer who consumes in excess of 6kl of water per month
  - The consumer may be fitted with a prepaid water meter
- **Burials**
  - Subject to the burial policy, Costs associated with the collection, removal and subsequent internment of the body
- **Sanitation**
  - 50% rebate on the total charge applicable for the said property. The rebate shall not be applicable to any property valued at greater than R 250 000.00 per the latest available published valuation roll.
  - Irrespective of the value of the indigent consumer's property as published in accordance with the MPR act No 6 of 2004, Council will levy a fixed subsidised fee for indigent consumers, which shall be determined annually

### **C6.1.3 GRANTS & SUBSIDIES**

Grants are a very necessary part of the municipality's planning process and the following grants were received from the National and Provincial Government in the past financial year.

- Equitable Share R 212 mil
- Levy Replacement Grant R242 mil
- Municipal Infrastructure Grant (MIG) R 174 mil
- Water Services Infrastructure Grant (WSIG) R110 mil
- Regional Bulk Infrastructure Grant (RBIG) R66 mil
- Finance Management Grant R1.25 mil
- Rural Roads Asset Management grant R2.5 mil
- EPWP Incentive Grant, R5m, and

The following extract from the municipal budget indicate the breakdown of all grants and Subsidies.



**Table 63: Grants and Subsidies**

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>R thousand</b>										
<b>EXPENDITURE:</b>	1									
<b>Operating expenditure of Transfers and Grants</b>										
<b>National Government:</b>		412,335	429,031	–	472,293	472,293	472,293	513,225	515,477	550,863
Local Government Equitable Share		173,064	185,008		203,714	203,714	203,714	211,987	228,425	245,881
RSC Levy Replacement		180,845	197,121		229,691	229,691	229,691	241,743	249,115	271,083
NT-Finance Management		1,113	1,387		1,250	1,250	1,250	1,250	1,000	1,260
COGTA - Municipal Systems Improvement		1,085	934		1,041	1,041	1,041	–		–
COGTA - Establishment & Implementation of IDP			317							
DWAF- Sanitation Consolidate Prior Grants			251							
DWS - Drought Relief		12								
EPWP INCENTIVE		4,802	1,600		5,466	5,466	5,466	5,032		
DWAF - Water Services Operating Subsidy		547								
NT- Rural Household Infrastructure Grant										
MIG OPERATIONAL		47,075	39,759		28,752	28,752	28,752	38,190	29,321	29,873
DWAF - ACIP Programme		1,624	958							
DWS-Water Services Infrastructure Grant								12,500	5,000	
Dept of Transport		2,167	1,696		2,379	2,379	2,379	2,523	2,616	2,766
Public Works										
<b>Provincial Government:</b>		5,771	9,230	–	400	400	400	400	–	–
DTLGA - Development Shared Services		978	1,221		400	400	400	400		
DTLGA - Strategic Support			298							
DTLGA - Corridor Development		1,468	3,145							
DTLGA - Planning uThungulu District Regional Council		162	19							
DTLGA - GIS Development		92	283							
DTLGA - Implementation of Fresh Produce		639	499							
DTLGA - Consolidate Prior Grants		123	49							
DTLGA - Integrated Waste		17	17							
DTLGA - Technical Support Infrastructure Backlogs MIIPS			43							
DTLGA - Town Planning and Land use			162							
DTLGA - Review of Spatial Development Framework			250							
DTLGA- Intergovernmental Relations			2							
COGTA - BIOGAS		1,212	1,473							
COGTA - Municipal Governance Share Deployment			649							
COGTA - Councillor Training & Development		193	7							
COGTA - Growth & Development Programme/Support		251	127							
COGTA - Public Participation		–	750							
COGTA - MSIG Intergovernmental Relations		58	100							
COGTA - Sundry Income VAT										
COGTA - Asset Care Centre										
Sports and Recreation		274								
DEAT		12								
Provincial Government MISA		252								
Department of Agriculture		38	139							
<b>District Municipality:</b>		–	–	–	–	–	–	–	–	–
<b>UMHLATUZE</b>										
<b>Other grant providers:</b>		174	316	–	–	–	–	–	–	–
0		89	54							
EU			245							
Eyethu Engineers										
Bell Equipment		3	17							
NEDBANK										
ITHALA										
BHP Billiton		82								
<b>Total operating expenditure of Transfers and Grants</b>		418,280	438,578	–	472,693	472,693	472,693	513,625	515,477	550,863
<b>Capital expenditure of Transfers and Grants</b>										
<b>National Government:</b>		202,668	241,659	–	433,012	433,012	433,012	299,658	327,920	348,589
Capital Transfers and Grants		131,439	112,517		136,419	136,419	136,419	135,748	155,090	165,589
National Government:		35,881	107,676		211,224	211,224	211,224	66,410	104,830	90,000
Municipal Infrastructure Grant		28,344	17,729		–	–	–			
DWAF - Water Services Infrastructure Grant					85,369	85,369	85,369	97,500	68,000	93,000
DWAF- Municipal Water Infrastructure Grant		3,050								
DWAF- Water Services Infrastructure Grant		896								
Public Works		3,058	3,737							
DWAF - Water Services Ops - Boreholes										
<b>Provincial Government:</b>		–	2,000	–	–	–	–	–	–	–
COGTA - Municipal Excellency Award			2,000							
COGTA - FRRESH PRODUCE		140	12,596							
COGTA - TANKER REDUCTION STRATEGY		7,971								
COGTA - Massification Programme		1,103								
COGTA- Water Reduction Strategy		2,888								
<b>District Municipality:</b>		–	–	–	–	–	–	–	–	–
<b>UMHLATUZE</b>										
<b>Other grant providers:</b>		–	–	–	6,000	6,000	6,000	–	–	–
TRONOX										
RBM					6,000	6,000	6,000			
<b>Total capital expenditure of Transfers and Grants</b>		202,668	243,659	–	439,012	439,012	439,012	299,658	327,920	348,589
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANTS</b>		620,948	682,236	–	911,704	911,704	911,704	813,283	843,396	899,452

#### C6.1.4 MUNICIPALITY'S CREDIT RATING

A credit rating is an opinion with a focus on the ability and willingness of a debt issuer (a borrower) to repay its obligations in full and on time. (It is an opinion on credit worthiness). The opinion is expressed through rating symbols and each symbol has its own definition.

The ratings are divided into two categories namely:

- **Short Term Debt Rating Scale** – rates an organisation's general unsecured credit worthiness over the short term (i.e. over a 12 month period). Such a rating provides an indication of the probability of default on any unsecured short term obligations, including commercial paper, bank borrowings.
- **Long Term Debt Rating Scale** – rates the probability of default on specific long term debt instruments over the life of the issue. It is possible that different issues by a single issuer could be accorded different ratings, depending on the underlying characteristics of each issue (e.g. is it a senior or subordinated debt instrument, is it secured or unsecured and, if secured, what is the nature of security).

The key findings of the rating for KCDM expressed by Global Credit Rating Co. can be summarized as follows:

The municipalities credit rating has remained the same in both the short (A rating) and long term debt (A1) rating scales as well as the rating outlook of stable.

Furthermore the following factors have been included indicating the positive and negative triggers that may affect future ratings.

**Positive change:** Growth of internally generated revenue sources, coupled with the efficient delivery of water services, would have a positive impact on the ratings.

**Negative change:** A curtailment of grant funding would be negatively considered, given KCDM's reliance on government. This would likely lead to an erosion of the cash reserves, increased debt utilisation and a deterioration of credit protection metrics.

The rating's awarded to the Municipality for the seven previous financial years are summarized in the following table:

**Table 64: Credit Rating**

SECURITY CLASS	MEANING	08/09	09/10	10/11	11/12	12/13	13/14	14/15
Short Term	Very high certainty of timely payment. Liquidity factors are excellent and supported by good fundamental protection factors. Risk factors are minor.	A1 -	A1-	A1 -	A1	A1	A1	A1
Long Term	High credit quality. Protection factors are good. However, risk factors are more variable and greater in A- periods of economic stress.	A-	A-	A -	A	A	A	A

In supporting the credit rating, all stakeholders are to note the following financial ratios:

Ratio	Norm	30 June 2014	30 June 2015	30 June 2016	31 MARCH 2017
Capital Expenditure to Total Expenditure	10% - 20%	30%	27%	35%	33%
Repairs and Maintenance as a % of PPE	8%	4%	5%	5%	2%
Collection Rate	95%	85%	90%	83%	95%
Bad Debts Written off	100%	0%	10%	4%	0%
Cost Coverage Ratio	1 - 3 months	12 months	8 months	7 months	11 months
Current Ratio	1.5 - 2 : 1	2.49:1	2.39:1	2.49:1	2.5:1

Debt / Revenue	45%	23%	23%	12%	7%
Creditors Payment Period	30 days	87 days	81 days	20 days	32 days
Distribution losses : water	25% or less	< 25 %	< 25 %	< 25 %	< 25 %
Remuneration as a % of Total Operating Expenditure	25% - 40%	23%	22%	23%	27%

### **Investment Holding**

Investment Register AS AT 30 JUNE 2016

Call Investment deposits portfolio is detailed below:

<b><u>Financial Institution</u></b>	<b><u>Maturity Date</u></b>	<b><u>Investment</u></b>
		R
ABSA	11/07/2016	R 40 000 000
NEDBANK	CALL	R 10 000 000
NEDBANK	CALL	R 10 000 000
STANDARD BANK	18/07/2016	R 40 000 000
STANDARD BANK	28/07/2016	R 20 000 000
STANDARD BANK	22/08/2016	R 75 000 000
STANDARD BANK	26/08/2016	R 20 000 000
STANDARD BANK	15/09/2016	R 20 000 000
INVESTEC	24/08/2016	R 30 000 000
INVESTEC	20/09/2016	<u>R 75 000 000</u>
		<b><u>R 340 000 000</u></b>

An average interest rate of 7.53%(2015 - 6.33%) was received on investments placed for the financial year.

#### **C6.1.5 EMPLOYEE RELATED COSTS (INCLUDING COUNCILLOR ALLOWANCES)**

The annual increase in salaries is 7.36% in line with the 2015 salary and wage agreement entered into between SALGA, the employer body, and the organized labour. The budget for Councillors allowances has also been increased by 7.36%. The average CPI from February 2016 and January 2017 was 6.36% and therefore when adding the 1% which makes the increase 6.36%.

The budget for Councillors allowances has also been increased by 7.36. To be noted that this is calculated in accordance with the gazette on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances and Benefits of different members of municipal councils which is usually published yearly in December by the Department of Cooperative Governance.

Despite the proposed increase in staffing numbers, there has been a minimal increase in the employee related costs budget, this is attributable to the fact that the overtime budget has been aligned to the overtime policy, where provision is made only to those employees earning below the threshold and those that are deemed as emergency or essential services employees.

For the year 2017/2018 the total employee cost = 31% of the budget

Table 65: Employee Related Costs

Summary of Employee and Councillor remuneration R thousand	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
		A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>	1									
Basic Salaries and Wages		8,090	5,457	9,352	6,628	6,628	6,628	7,593	8,041	8,508
Pension and UIF Contributions		724	595	742	723	723	723	954	1,010	1,069
Medical Aid Contributions		–	177		215	215	215	450	476	504
Motor Vehicle Allowance		–	2,265		2,751	2,751	2,751	2,589	2,742	2,901
Cellphone Allowance		–	368		447	447	447	501	531	562
Housing Allowances		–	–		–	–	–	–	–	–
Other benefits and allowances		–	533		648	648	648	66	70	74
<b>Sub Total - Councillors</b>		<b>8,814</b>	<b>9,395</b>	<b>10,095</b>	<b>11,411</b>	<b>11,411</b>	<b>11,411</b>	<b>12,153</b>	<b>12,870</b>	<b>13,617</b>
<b>% increase</b>	4		<b>6.6%</b>	<b>7.4%</b>	<b>13.0%</b>	<b>–</b>	<b>–</b>	<b>6.5%</b>	<b>5.9%</b>	<b>5.8%</b>
<b>Senior Managers of the Municipality</b>	2									
Basic Salaries and Wages		4,075	5,513	6,393	7,121	7,121	7,121	8,757	9,273	9,811
Pension and UIF Contributions		206	338	413	453	453	453	175	185	196
Medical Aid Contributions		–	38	52	52	52	52	36	38	40
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		866	736	613	1,290	1,290	1,290	1,600	1,694	1,792
Motor Vehicle Allowance	3	1,411	1,624	1,783	1,569	1,569	1,569	2,205	2,335	2,471
Cellphone Allowance	3	–	–	–	–	–	–	–	–	–
Housing Allowances	3	–	–	–	–	–	–	–	–	–
Other benefits and allowances	3	93	6	101	116	116	116	136	144	152
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	17	18	19
Post-retirement benefit obligations	6	–	–	–	–	–	–	62	65	69
<b>Sub Total - Senior Managers of Municipality</b>		<b>6,652</b>	<b>8,254</b>	<b>9,356</b>	<b>10,601</b>	<b>10,601</b>	<b>10,601</b>	<b>12,986</b>	<b>13,752</b>	<b>14,550</b>
<b>% increase</b>	4		<b>24.1%</b>	<b>13.4%</b>	<b>13.3%</b>	<b>–</b>	<b>–</b>	<b>22.5%</b>	<b>5.9%</b>	<b>5.8%</b>
<b>Other Municipal Staff</b>										
Basic Salaries and Wages		70,884	84,110	104,872	118,265	109,246	109,246	136,909	144,986	153,395
Pension and UIF Contributions		16,648	11,161	21,596	21,596	20,739	20,739	25,630	27,142	28,716
Medical Aid Contributions		–	8,614	1,856	10,012	8,626	8,626	10,723	11,356	12,015
Overtime		6,054	5,232	6,272	939	4,690	4,690	8,919	9,445	9,993
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	6,823	8,208	11,962	15,117	11,613	11,613	14,375	15,223	16,106
Cellphone Allowance	3	–	–	–	–	10	10	46	49	52
Housing Allowances	3	2,359	2,402	2,684	5,250	4,845	4,845	7,011	7,425	7,856
Other benefits and allowances	3	–	–	–	2,161	2,168	2,168	2,399	2,540	2,688
Payments in lieu of leave		–	–	–	6,518	4,125	4,125	7,280	7,709	8,156
Long service awards		–	–	–	–	1,270	1,270	1,263	1,337	1,415
Post-retirement benefit obligations	6	1,404	4,229	3,193	–	4,322	4,322	4,596	4,868	5,150
<b>Sub Total - Other Municipal Staff</b>		<b>104,172</b>	<b>123,956</b>	<b>152,435</b>	<b>179,857</b>	<b>171,654</b>	<b>171,654</b>	<b>219,150</b>	<b>232,080</b>	<b>245,540</b>
<b>% increase</b>	4		<b>19.0%</b>	<b>23.0%</b>	<b>18.0%</b>	<b>(4.6%)</b>	<b>–</b>	<b>27.7%</b>	<b>5.9%</b>	<b>5.8%</b>
<b>Total Parent Municipality</b>		<b>119,638</b>	<b>141,605</b>	<b>171,886</b>	<b>201,869</b>	<b>193,666</b>	<b>193,666</b>	<b>244,289</b>	<b>258,702</b>	<b>273,707</b>

- Contract Services**

Contracted services consists mainly of the SSA contract, which amounts to R68.2m, and is currently outsourced to WSSA. To be noted that as part of the tender specifications, WSSA also undertakes repairs and maintenance of the water schemes in the King Cetshwayo District, the total budget for this tender is budgeted for at R116m for the 2017/18 financial year and increases to R123m and R130m in 2018/19 and 2019/20 respectively.

#### C6.1.6 SUPPLY CHAIN MANAGEMENT (SCM)

The SCM policy has been reviewed and addresses the current needs of the municipality. This policy was part of all the financial policies that went through the finance portfolio committee. The Policy gives effect to the principles of Broad Based Black Economic Empowerment. With the promulgation of Preferential Procurement Policy Framework Act Regulations, the municipality is aligning the Targeted Procurement Policy to target the Designated Group (Blacks, Youth, Women, Disabled and Military Veterans)

The policy sets the parameters for the procurement of goods and services from external parties. It also controls Logistics Management, Disposal of Assets and indicates the role of Council in the SCM process. It is only on exceptional cases where procurements are by way deviations. Deviations are approved by the Accounting Officer, only after the valid reasons have been furnished.

The municipality has developed a procurement plan which is aligned to SDBIP. Also the implementation of the procurement plan is part of each Head of Departments scorecard. The departments are required to quarterly report on the implementation of their procurement plans. The municipality has functioning Bid Committees, which meet every week. On monthly bases an SCM report is submitted to Portfolio Committee which reflect amongst other things the timeframes from advert to award.

Mandatory criteria for suppliers:

All suppliers must make the following available to the Council;

- Valid SARS Pin number to verify tax compliance.
- CSD registration
- CIDB registration for construction companies.
- Business licence for catering service providers.
- Letter from health department for catering service providers.
- Fax number and / or e-mail address.
- Certificate from Local Municipality if business operates from a residential property.
- Completed Declaration of Interest forms.
- Completed Declaration of Service Provider's past SCM practices.
- Completed EFT forms.

#### **C6.1.7 AUDIT COMMITTEE**

King Cetshwayo District Municipality Audit Committee has been established by Council as an independent committee in terms of section 166 of the Municipal Finance Management Act (MFMA), Act No 56 of 2003, and the Municipal Systems Act (MSA), Act 32 of 2000. The committee has adopted a formal Audit Committee Charter, as approved by Council.

##### **PURPOSE**

The audit committee serves as an independent body which advises the municipal council, the political office bearers ,accounting officer and the management staff of the municipality on matters relating to;

- Internal financial control and internal audits
- Risk management
- Adequacy, reliability and accuracy of financial reporting and information
- Effective governance
- Compliance with the Municipal Finance Management Act No 56 of 2003, the annual Division of Revenue Act and any other applicable legislation.
- Any issues referred to it by the municipality.

In addition, the committee must review the annual financial statements to provide council of the municipality with an authoritative and credible view of the financial position of the

municipality, its efficiency and effectiveness and its overall level of compliance with applicable municipal legislation.

#### ● **AUDIT COMMITTEE MEMBERS AND ATTENDANCE**

The Committee's Charter requires a minimum of three members and consists of the members listed below. The charter requires that a minimum of four meetings should be held per annum to give effect to the responsibilities assigned to the Committee in its charter. During the previous year 6 meetings were held.

**Table 66: Audit Committee Members**

MEMBERS NAME	DESIGNATI ON	MEETING ATTENDANCE					
		30 Mar 2016	17 May 2016	22 June 2016	26 Aug 2016	21 Sep 2016	08 Dec 2016
Prof JLW de Clercq	Chairperson	v	v	v	v	v	v
I Simjee	Member		V	v	V	V	V
B Ndaba	Member	V					

The MPAC Chairperson, Municipal Manager, Deputy Municipal Manager, all directors who served in an acting capacity and representatives from both external and internal auditors attends the committee meetings.

#### ● **EFFICIENCY AND EFFECTIVENESS OF INTERNAL CONTROLS**

Internal audit plans are based on the yearly risk assessments and taken to then to the Audit Committee for adoption and approval.

An internal audit plan was developed for the 16/17 financial year and approved by the Audit Committee. The Audit plan encompasses the scope of work to be undertaken by the external service provider.

The committee reports that Ngubane and Co. fully executed its audit plan for the 2015/2016 year. From the various reports of the Internal Auditors, the audit report of the annual financial statements, and the management letter of the Auditor General, it is noted that no significant material or non-compliance with prescribed policies and procedures have been reported. Accordingly, the audit committee can report that the system of internal controls for the period under review appears efficient and effective.

The municipalities system of internal controls is designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are effectively managed. In line with Municipal Finance Management Act and the King 11 and



111 Reports on Governance requirements, Internal Audit and the Auditor General's report provide the Audit Committee and management with assurance that the internal controls of the Municipality are appropriate and effective. This is achieved by means of a risk review process, testing of controls, as well as identification of corrective actions and suggested enhancements to controls and processes.

The current tender with Ngubane and Co comes to an end on the 30 June 2017. King Cetshwayo District Municipality will assess whether the function is to be in-house /outsource, thereafter the SCM policy will be followed to appoint a service provider if required.

#### ● **REVIEW OF ANNUAL FINANCIAL STATEMENTS**

The Audit Committee has noted the unqualified opinion with no emphasis on matters expressed by the Auditor-General in his report on the Annual Financial Statements and commends management with regard to the preparation and presentation of these financial statements for the year under review. The audit committee envisages a harmonized relationship between internal auditors and external auditors which will ensure that their work compliments each other and there will be no duplications of efforts. The committee encourages interactions between auditors.

The audit committee has also;

- Reviewed and discussed the audited Annual Financial Statements, to be included in the annual report, with the Auditor General, management and the accounting officer.
- Reviewed the Auditor Generals management letter and management responses thereto;
- Reviewed changes in accounting policies and practices, and
- Concluded that the going concern premise is appropriate in preparing the Annual Financial Statements.

#### ● **RISK ASSESSMENT AND MANAGEMENT**

The committee appreciates and is encouraged by efforts and commitment of management in putting in place effective strategies which are based on annual risk management reviews. Reports pertaining to the risk register and risk management strategy were presented to the committee. The committee further takes note of Councils intention to establish a risk management unit, which would also deal with anti-corruption and fraud prevention processes. The audit committee urges the Municipality to increase its efforts in ensuring the practices of risk management are embedded in the operational processes of the organization. This will ensure that the risks impacting the achievement of the Municipalities objectives are identified in a timely manner and mitigated appropriately. This management responsibility will continue to be monitored on an on-going basis by the Committee.

#### ● **PERFORMANCE MANAGEMENT**

The committee acknowledges that the Municipality has a performance management system in place and processes are in place to report on the performance information. It is also noted that with appreciation that the Municipality has included in its internal audit plan, quarterly audits of the performance objectives. The issue of compliance with all regulatory requirements on performance information and management actions in addressing these matters will be monitored closely by the Committee. The committee shall further commit to guiding the management in developing effective structures and mechanisms to mitigate any potential weakness in the performance management process.

#### **C6.1.8 DEPARTMENTAL POLICIES**

**Table 67: Finance Department Policies**

NAME OF POLICY	DATE OF COUNCIL ADOPTION
Tariff	May 2017
Credit control and debt collection bylaws	May 2017
Incentive	May 2017
Supply chain Management Policy	May 2017
Indigent	May 2017
Property, Plant and Equipment	May 2017
Budget Policy	May 2017
Long Borrowing Policy	May 2017
Retentions policy	May 2017
Investment and Banking	May 2017
Fleet policy	May 2017
Virement	May 2017

*Source: KCDM Finance Department*

### **C6.2 AUDITOR GENERAL REPORT**

#### ● **2015/16**

A copy of the Auditor General Report 2015/16 together with the municipality's response thereto is available as Annexure 5 to this document. The AG provided the following opinion:

"In my opinion, the financial statements present fairly, in all material aspects, the consolidated and separate financial position of King Cetshwayo District Municipality and as at 30 June 2016, and their financial performance, and cash flows for the year ended in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA.

**Note: Full report is available**

#### ● **Previous Years**

2015/16	Clean Audit Outcome
2014/15	Clean Audit outcome
2013/14	Clean Audit outcome
2012/13	Clean Audit

	outcome
2011/12	Unqualified Audit outcome

King Cetshwayo District Municipality has attained 4 consecutive clean audit outcomes. A clean audit outcome means that the 3 audit opinion areas, which are financial, performance and compliance, must each have no findings and each obtain an unqualified opinion.

The attainment of the 4 consecutive clean audit outcomes indicates that the municipality is committed to transparency, accountability and service delivery.

In terms of the Audit Outcome for the past four financial years, the municipality has managed to obtain and maintain a Clean Audit Outcome.

The following are the audit sustainability measures that the municipality monitors and implements in order to ensure that the Clean Audit Outcome is maintained:

<b>Component / Area of Compliance</b>	<b>Timeframe</b>
An Audit Action Plan is developed in order to implement and monitor actions required within the set timeframes.	The audit Action plan is developed on receipt of the Audit Report from the Office of the AG. The action plan is monitored on a quarterly basis.
Functional audit committee to address and review implementation of the internal audit plan which is risk based.	The audit committee meets on a quarterly basis.
Functional Internal Audit	Internal Audit Plan is monitored on a regular basis.
Budget Management - Reporting on budget performance (expenditure and revenue), and relevant explanations for variances. Reporting on grant receipts, grant spending, investments, borrowings ect.	Monthly Section 71 Reporting to relevant structures of Council.
Debtors Management in terms of credit control and debtors policies in place. Preparation of debtors reconciliations .	Policies are approved and reviewed on an annual basis. Reconciliations are prepared and reviewed on a monthly basis.
Recording of unauthorised, fruitless and wasteful and irregular expenditure.	Register is maintained and updated on a monthly basis.
Section 36 Deviations Report	Monthly Section 71 Reporting to relevant structures of Council.
Creditors Management - preparation of creditors recons.	Creditors reconciliations prepared and reviewed on a monthly basis.
Fixed Asset Register - maintenance of a GRAP	Additions, disposals and depreciation updated on a

compliant asset register. Preparation of asset reconciliations.	monthly basis. Reconciliations prepared and reviewed on a monthly basis.
Liquidity - analysis of cash, investments,, conditional grants, ect.	Ratio analysis prepared on a monthly basis in terms of Section 71 of the MFMA ratios. Reported on a monthly basis to the relevant structures of Council.
Cash and Bank Monitoring - bank balance and reconciliations.	Bank balance downloaded and reviewed on a daily basis. Reconciliations prepared and reviewed on a monthly basis.
Creditors age analysis - payment of creditors within 30 day on receipt of invoice and statement.	Creditors paid within 30 days. Minor variances are due to disputes.
Annual Financial Statements (AFS) Audit Workplan - record of key actions and dates for audit readiness	The audit workplan is developed at the beginning of the year in preparation for the compilation of the AFS.
Annual Financial Statements Meetings	Meetings take place on a monthly basis to ensure that timeframes as per the AFS audit plan is adhered to
Preparation of Interim Financial Statements	The interim financial statements are prepared and full review is done by the internal auditors
Preparation of Quarterly Financial Statements	Quarterly preparations

### **C6.3 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS**

#### **C6.3.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS**

The capital spend in the 15/16 financial year was 92% (Actual spend was R 450 578 895 (including VAT) and the budget was R 491 183 674). The capital spend in the 14/15 financial year was 66% (Actual spend was R 233 422 095 and the budget was R 353 511 400).

### C6.3.1.1 CAPITAL BUDGET ANALYSIS

From the table below it is evident that the bulk of all capital expenditure is to address the services backlogs with the bulk of funding going towards water provision.

**Table 68: Capital Expenditure by Standards Classification**

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure, to be appropriated</b>	2										
Vote 1 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 2 - Economic Development, Planning & Environment		–	12,596	–	–	–	–	–	–	–	–
Vote 3 - Community & Social Services		–	3,546	412	–	8,186	8,186	–	–	–	–
Vote 4 - Public Safety		–	–	–	–	–	–	–	–	–	–
Vote 5 - Environmental Health		–	–	–	–	–	–	–	–	–	–
Vote 6 - Finance & Administration		–	–	–	–	–	–	–	–	–	–
Vote 7 - Infrastructure Services		211,132	173,209	379,842	429,662	419,022	419,022	–	300,658	328,920	349,589
Vote 8 - Waste Management		341	–	–	3,251	–	–	–	–	–	–
Vote 9 - Waste Water Management		1,080	6,400	1,751	–	2,198	2,198	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
<b>Capital multi-year expenditure sub-total</b>	7	<b>212,553</b>	<b>195,751</b>	<b>382,005</b>	<b>432,912</b>	<b>429,407</b>	<b>429,407</b>	<b>–</b>	<b>300,658</b>	<b>328,920</b>	<b>349,589</b>
<b>Single-year expenditure, to be appropriated</b>	2										
Vote 1 - Executive & Council		1,580	674	779	3,200	4,038	4,038	–	450	100	100
Vote 2 - Economic Development, Planning & Environment		142	87	168	100	227	227	–	100	100	100
Vote 3 - Community & Social Services		471	239	236	380	425	425	–	450	–	–
Vote 4 - Public Safety		–	69	204	–	1,778	1,778	–	–	–	–
Vote 5 - Environmental Health		–	–	200	300	437	437	–	350	300	300
Vote 6 - Finance & Administration		3,571	3,823	976	7,700	9,735	9,735	–	10,724	1,750	1,870
Vote 7 - Infrastructure Services		–	22,563	4,248	21,550	15,850	15,850	–	18,970	2,050	2,050
Vote 8 - Waste Management		–	3,632	778	–	176	176	–	3,550	46,390	–
Vote 9 - Waste Water Management		–	6,583	2,444	50	2,384	2,384	–	50	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
<b>Capital single-year expenditure sub-total</b>		<b>5,764</b>	<b>37,671</b>	<b>10,033</b>	<b>33,280</b>	<b>35,050</b>	<b>35,050</b>	<b>–</b>	<b>34,644</b>	<b>50,690</b>	<b>4,420</b>
<b>Total Capital Expenditure - Vote</b>		<b>218,317</b>	<b>233,421</b>	<b>392,037</b>	<b>466,192</b>	<b>464,457</b>	<b>464,457</b>	<b>–</b>	<b>335,302</b>	<b>379,609</b>	<b>354,009</b>
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		<b>5,151</b>	<b>4,497</b>	<b>1,755</b>	<b>10,900</b>	<b>13,773</b>	<b>13,773</b>	<b>–</b>	<b>11,174</b>	<b>1,850</b>	<b>1,970</b>
Executive and council		1,554	651	682	3,200	3,943	3,943	–	450	100	100
Finance and administration		3,597	3,846	1,073	7,700	9,830	9,830	–	10,724	1,750	1,870
Internal audit		–	–	–	–	–	–	–	–	–	–
<b>Community and public safety</b>		<b>471</b>	<b>3,853</b>	<b>1,052</b>	<b>680</b>	<b>10,827</b>	<b>10,827</b>	<b>–</b>	<b>800</b>	<b>300</b>	<b>300</b>
Community and social services		471	3,784	648	380	8,702	8,702	–	450	–	–
Sport and recreation		–	–	–	–	–	–	–	–	–	–
Public safety		–	69	204	–	1,778	1,778	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	200	300	347	347	–	350	300	300
<b>Economic and environmental services</b>		<b>142</b>	<b>12,683</b>	<b>168</b>	<b>100</b>	<b>227</b>	<b>227</b>	<b>–</b>	<b>100</b>	<b>100</b>	<b>100</b>
Planning and development		142	12,683	168	100	227	227	–	100	100	100
Road transport		–	–	–	–	–	–	–	–	–	–
Environmental protection		–	–	–	–	–	–	–	–	–	–
<b>Trading services</b>		<b>212,553</b>	<b>212,389</b>	<b>389,062</b>	<b>454,512</b>	<b>440,043</b>	<b>440,043</b>	<b>–</b>	<b>323,228</b>	<b>377,359</b>	<b>351,639</b>
Energy sources		–	–	–	–	–	–	–	–	–	–
Water management		211,132	195,773	384,090	451,212	434,872	434,872	–	319,628	330,970	351,639
Waste water management		1,080	12,983	4,195	50	4,994	4,994	–	50	–	–
Waste management		341	3,632	778	3,251	176	176	–	3,550	46,390	–
<b>Other</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(412)</b>	<b>(412)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total Capital Expenditure - Functional</b>	3	<b>218,317</b>	<b>233,422</b>	<b>392,037</b>	<b>466,192</b>	<b>464,457</b>	<b>464,457</b>	<b>–</b>	<b>335,302</b>	<b>379,609</b>	<b>354,009</b>
<b>Funded by:</b>											
National Government		182,163	203,279	358,309	428,712	406,281	406,281	–	299,658	327,920	348,589
Provincial Government		–	14,814	189	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Other transfers and grants		–	–	–	–	–	–	–	–	–	–
<b>Transfers recognised - capital</b>	4	<b>182,163</b>	<b>218,093</b>	<b>358,498</b>	<b>428,712</b>	<b>406,281</b>	<b>406,281</b>	<b>–</b>	<b>299,658</b>	<b>327,920</b>	<b>348,589</b>
<b>Public contributions &amp; donations</b>	5	<b>–</b>	<b>–</b>	<b>–</b>	<b>6,000</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Borrowing</b>	6	<b>60</b>	<b>8,766</b>	<b>1,807</b>	<b>–</b>	<b>969</b>	<b>969</b>	<b>–</b>	<b>–</b>	<b>46,390</b>	<b>–</b>
<b>Internally generated funds</b>		<b>36,094</b>	<b>6,564</b>	<b>31,733</b>	<b>31,481</b>	<b>57,207</b>	<b>57,207</b>	<b>–</b>	<b>35,644</b>	<b>5,300</b>	<b>5,420</b>
<b>Total Capital Funding</b>	7	<b>218,317</b>	<b>233,422</b>	<b>392,037</b>	<b>466,192</b>	<b>464,457</b>	<b>464,457</b>	<b>–</b>	<b>335,302</b>	<b>379,609</b>	<b>354,009</b>

## C6.3.1.2 OPERATIONAL BUDGET ANALYSIS

**Table 69: Budgeted Financial Performance**

Functional Classification Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>R thousand</b>	<b>1</b>									
<b>Revenue - Functional</b>										
<i>Municipal governance and administration</i>		458,693	498,336	746,877	757,013	846,697	846,697	671,702	748,390	734,670
<i>Finance</i>		458,693	498,336	746,877	757,013	846,497	846,497	671,702	748,390	734,670
<i>Human Resources</i>		—	—	—	—	200	200	—	—	—
<i>Community and public safety</i>		17,282	18,423	18,650	21,512	21,512	21,512	19,299	20,450	21,646
<i>Community and social services</i>		232	270	270	389	389	389	224	246	270
<i>Cemeteries, Funeral Parlours and Crematoriums</i>		232	270	270	389	389	389	224	246	270
<i>Health</i>		17,050	18,152	18,380	21,123	21,123	21,123	19,075	20,204	21,376
<i>Health Services</i>		17,050	18,152	18,380	21,123	21,123	21,123	19,075	20,204	21,376
<i>Economic and environmental services</i>		—	—	—	—	—	—	—	—	—
<i>Trading services</i>		259,101	288,090	295,571	299,551	268,807	268,807	307,756	320,116	343,362
<i>Water management</i>		200,034	211,093	209,765	250,309	222,272	222,272	245,455	263,917	283,543
<i>Water Distribution</i>		200,034	211,093	209,765	250,309	222,272	222,272	245,455	263,917	283,543
<i>Waste water management</i>		47,686	63,473	68,892	26,571	26,571	26,571	37,208	28,597	29,456
<i>Sewerage</i>		47,686	63,473	68,892	26,571	26,571	26,571	37,208	28,597	29,456
<i>Waste management</i>		11,381	13,524	16,913	22,671	19,964	19,964	25,093	27,602	30,362
<i>Solid Waste Disposal (Landfill Sites)</i>		11,381	13,524	16,913	22,671	19,964	19,964	25,093	27,602	30,362
<b>Total Revenue - Functional</b>	<b>2</b>	<b>735,076</b>	<b>804,848</b>	<b>1,061,097</b>	<b>1,078,077</b>	<b>1,137,016</b>	<b>1,137,016</b>	<b>998,757</b>	<b>1,088,956</b>	<b>1,099,678</b>
<b>Expenditure - Functional</b>										
<i>Municipal governance and administration</i>		94,672	120,053	129,435	158,743	164,568	164,568	170,582	177,868	187,967
<i>Executive and council</i>		20,626	20,477	37,974	36,905	39,267	39,267	42,436	44,733	47,561
<i>Mayor and Council</i>		15,048	14,840	21,376	20,405	23,102	23,102	21,233	22,366	23,600
<i>Municipal Manager, Town Secretary and Chief Executive</i>		5,579	5,637	16,598	16,500	16,165	16,165	21,203	22,367	23,961
<i>Finance and administration</i>		74,046	99,575	91,461	121,838	125,302	125,302	128,146	133,135	140,406
<i>Administrative and Corporate Support</i>		18,264	18,369	17,930	22,607	20,917	20,917	18,190	19,265	20,385
<i>Asset Management</i>		—	—	6,829	11,935	17,147	17,147	20,263	21,622	22,811
<i>Budget and Treasury Office</i>		1,925	3,311	3,472	5,166	4,260	4,260	6,237	5,940	6,055
<i>Finance</i>		18,652	32,076	20,881	31,014	29,725	29,725	22,137	22,039	23,522
<i>Human Resources</i>		7,789	7,942	13,538	15,404	15,074	15,074	16,327	16,785	17,718
<i>Information Technology</i>		6,449	8,766	8,077	10,147	9,918	9,918	12,913	13,676	14,472
<i>Legal Services</i>		—	—	—	—	2,643	2,643	4,779	5,112	5,455
<i>Property Services</i>		11,371	12,610	12,451	16,121	15,923	15,923	15,833	16,347	16,867
<i>Supply Chain Management</i>		9,595	16,501	8,284	9,445	9,695	9,695	11,468	12,350	13,120
<i>Community and public safety</i>		30,265	35,493	45,645	51,579	51,964	51,964	55,056	54,780	57,815
<i>Community and social services</i>		17,194	22,742	29,960	30,756	33,154	33,154	32,956	31,871	33,397
<i>Cemeteries, Funeral Parlours and Crematoriums</i>		2,365	2,883	2,379	2,701	3,183	3,183	3,634	3,849	4,074
<i>Disaster Management</i>		2,991	5,429	5,403	6,767	6,189	6,189	7,374	7,708	8,088
<i>Population Development</i>		11,837	14,429	22,178	21,287	23,781	23,781	21,948	20,313	21,236
<i>Public safety</i>		2,662	—	—	—	—	—	—	—	—
<i>Fire Fighting and Protection</i>		2,662	—	—	—	—	—	—	—	—
<i>Health</i>		10,410	12,751	15,685	20,823	18,810	18,810	22,100	22,910	24,418
<i>Health Services</i>		10,410	12,751	15,685	20,823	18,810	18,810	22,100	22,910	24,418
<i>Economic and environmental services</i>		15,967	27,716	43,823	27,327	25,136	25,136	28,955	27,260	29,568
<i>Planning and development</i>		15,967	27,716	43,823	27,327	25,136	25,136	28,955	27,260	29,568
<i>Economic Development/Planning</i>		15,967	27,716	43,823	27,327	25,136	25,136	28,955	27,260	29,568
<i>Trading services</i>		377,188	449,920	503,402	431,835	509,287	509,287	486,453	531,684	557,499
<i>Water management</i>		296,180	346,331	405,522	367,435	422,667	422,667	409,842	459,888	486,159
<i>Water Distribution</i>		296,180	346,331	405,522	367,435	422,667	422,667	409,842	459,888	486,159
<i>Waste water management</i>		46,383	65,097	63,957	28,492	44,958	44,958	37,552	29,001	23,988
<i>Sewerage</i>		46,383	65,097	63,957	28,492	44,958	44,958	37,552	29,001	23,988
<i>Waste management</i>		34,624	38,492	33,923	35,908	41,663	41,663	39,060	42,795	47,352
<i>Solid Waste Disposal (Landfill Sites)</i>		34,624	38,492	33,923	35,908	41,663	41,663	39,060	42,795	47,352
<b>Total Expenditure - Functional</b>	<b>3</b>	<b>518,092</b>	<b>633,181</b>	<b>722,305</b>	<b>669,484</b>	<b>750,955</b>	<b>750,955</b>	<b>741,046</b>	<b>791,592</b>	<b>832,849</b>
<b>Surplus/(Deficit) for the year</b>		<b>216,984</b>	<b>171,667</b>	<b>338,792</b>	<b>408,593</b>	<b>386,062</b>	<b>386,062</b>	<b>257,712</b>	<b>297,364</b>	<b>266,829</b>

## C6.3.1.3 OPERATING EXPENDITURE

The budgeted allocation for employee related costs for the 2017/18 financial year totals R232m. The provision for debt impairment was determined based on an annual collection rate of between 90 and 95 per cent and the Credit and Debt Collection Policy of the Municipality. For the 2017/18 financial year this amount equates to R3.8 million and escalates to R4.3 million by 2018/19. While this expenditure is considered to be a non-cash flow item, it informs the total cost associated with rendering the services of the municipality, the municipality's realistically anticipated revenues and the depreciation also has to be cash backed.

Provision for depreciation and asset impairment has been informed by the Municipality's Property, Plant & Equipment Policy. Depreciation is considered to be a rate at which the asset is being consumed. Budget provisions in this regard total R86 million for the 2017/18 financial year and equates to 10 per cent of the total operating expenditure. To be noted that the implementation of GRAP 17 accounting standard has meant bringing a number of

assets previously not included in the assets register onto the register. This exercise was done for the 2010/2011 financial year and has resulted in a significant increase in depreciation in relation to prior years. To be noted that the accumulated depreciation for the municipality amounts to R329m as per 2014/15 Annual Financial Statements. However, R8.6m of the 2017/18 financial year's depreciation is cash backed to provide for the Capital Reserve and this will continue over the medium term provided the municipality's revenues do not change.

Finance charges consist primarily of the repayment of interest on long-term loans as well as the uThungulu finance Partnership. These charges make up 3 per cent (R18 million) of the total operating expenditure for 2017/18. This expenditure item is expected to increase by 2017/18 due to the proposed loan of R45m which will be used to fund the construction of cell 3 of the landfill site. The uThungulu Finance Partnership is expected to come to an end in June 2017. To be noted that the municipality annually appoints a reputable credit rating agency to determine the creditworthiness and the financial health of the municipality.

Bulk purchases are directly informed by the purchase of bulk water. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The budget for bulk purchases in 2017/18 amounts to R48m.

**Table 70: Operating Revenue & Expenditure**

DC28 King Cetshwayo - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>R thousand</b>	<b>1</b>										
<b>Revenue By Source</b>											
Property rates	2	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	37,659	35,134	39,621	46,595	39,633	39,633	–	52,492	55,641	58,980
Service charges - sanitation revenue	2	4,529	4,898	5,795	6,178	6,178	6,178	–	7,815	8,597	9,456
Service charges - refuse revenue	2	11,381	13,524	16,913	22,671	19,964	19,964	–	25,093	27,602	30,362
Service charges - other		232	270	630	389	389	389	–	224	246	270
Rental of facilities and equipment		37	36	41	50	50	50	–	50	50	50
Interest earned - external investments		32,866	37,046	38,871	37,197	41,697	41,697	–	37,834	44,308	46,966
Interest earned - outstanding debtors		28	1,970	1,760	293	2,010	2,010	–	310	310	329
Dividends received											
Fines, penalties and forfeits											
Licences and permits											
Agency services											
Transfers and subsidies		423,490	469,387	573,410	472,693	471,852	471,852	–	513,625	515,477	550,863
Other revenue	2	15,295	13,137	21,228	53,000	122,232	122,232	–	61,657	108,806	53,812
Gains on disposal of PPE											
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>525,517</b>	<b>575,402</b>	<b>698,268</b>	<b>639,065</b>	<b>704,005</b>	<b>704,005</b>	<b>–</b>	<b>699,099</b>	<b>761,037</b>	<b>751,089</b>
<b>Expenditure By Type</b>											
Employee related costs	2	111,559	132,210	152,435	190,458	182,254	182,254	–	232,136	245,832	260,090
Remuneration of councillors		8,814	9,395	10,095	11,411	11,411	11,411	–	12,153	12,870	13,617
Debt impairment	3	4,330	10,260	7,872	3,834	12,522	12,522	–	3,615	3,828	4,050
Depreciation & asset impairment	2	48,971	48,915	50,756	64,000	76,061	76,061	–	86,211	91,384	96,867
Finance charges		13,637	12,672	11,252	17,447	17,447	17,447	–	6,432	8,097	10,169
Bulk purchases	2	32,471	39,224	49,535	48,010	50,939	50,939	–	52,800	55,668	58,382
Other materials	8			102	491	417	417	–	9,417	9,568	10,536
Contracted services		82,515	90,364	92,406	103,238	111,295	111,295	–	170,500	167,768	178,665
Transfers and subsidies		12,233	7,181	30,110	5,000	9,779	9,779	–	6,850	4,800	5,200
Other expenditure	4, 5	203,369	282,124	317,097	225,595	278,830	278,830	–	160,932	191,778	195,273
Loss on disposal of PPE		193	836	646							
<b>Total Expenditure</b>		<b>518,092</b>	<b>633,181</b>	<b>722,305</b>	<b>669,484</b>	<b>750,955</b>	<b>750,955</b>	<b>–</b>	<b>741,046</b>	<b>791,592</b>	<b>832,849</b>



### C6.3.2 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The municipality has Credit Control and debt Collection Policy in place as well as incentive schemes to encourage prompt payment of debtor accounts.

- **Incentive Policy**  
The key elements of Councils Incentive policy are summarised as follows;
- **Purpose**  
The policy has been formulated to write off old outstanding debt deemed as irrecoverable and at the same time to rehabilitate defaulting consumers so as to ensure that the cost of bad debt in the future years would decrease considerably.
- **Approach**  
Council, in identifying individual consumers with long outstanding debts, shall enter into a binding agreement with such consumer whereby the following obligations and benefits shall emanate:
  - a) Council shall “park” a determined amount of outstanding debt and such debt shall incur no interest charges nor shall it be subject to any credit control actions.
  - b) The consumer shall commit to making all future payments in full on or before due date.
  - c) On receipt of 4 consecutive month’s payments, Council shall write off 1/9 of the outstanding debts.
- **Aim**  
In adopting this policy it is Council’s intention that a debtor will after 36 months, have his outstanding debts written off in full and furthermore the said debtor would have become accustomed to making regular payment for municipal services which furthermore secures long term sustainable revenue

In conjunction with the implementation of policies to enhance revenue, the billing itself is of most important function where data input is accurate. It is for this reason that the municipality gone through a process of data cleansing, so as to make sure that correct customers are billed and receiving correct information on their statements. A Service Provider was appointed for the “Data cleansing and revenue enhancement strategy development and implementation. Included in the scope of work were the following deliverables:

- Municipal system data cleansing so as to ensure the authenticity of information and accurate billing of customers.
- Debt collection targeting the recoverable debtors and establishing/developing appropriate debt collection processes & procedures.
- Identification and consolidation of duplicated customer profiles/accounts.
- Identification of potential municipal consumers not being billed.
- Training of municipal officials and other relevant stakeholders to ensure that the database remains accurate and credible.

The intention of this exercise was to ensure that the current and available consumer database is accurate and reliable as successful billing and revenue collection relies on the accuracy of the data input into the system, which also includes the categorisation of

debtors. The project has been completed and the information gained is being incorporated into municipal financial system. Such information includes updated debtor details, sourcing of ID numbers where previously not available and hence will provide a data that is more credible and inevitably assist in revenue enhancement as well as mitigating potential risks of bad debts.

Furthermore the installation of an intelligent water meter system (prepaid meters) was rolled out in 2013/2014 financial period in areas where collection was considered a challenge and the project was completed in 2014/2015. Since the conversion to prepaid smart meters, the debt arising from water services has since been reduced as the customers are managing their water usage within their free 6kl allocation and furthermore these smart meters have assisted in supporting water conservation.

## ● **CREDIT CONTROL AND DEBT COLLECTION**

### ● **Policy Aim**

An approved Credit Control policy is in operation within the District of King Cetshwayo. The policy stipulates the processes to be followed in the recovery of debt. The application of the policy has produced positive results, even with due consideration to the worldwide economic crises and the high unemployment rates within the district.

### ● **Tariff Policy**

One of the primary functions of council is to provide services to the people resident within its municipal area. The funding of these services is made possible by charging for municipal services rendered. Tariffs represent the charges levied by Council on consumers for the utilization of services provided by the Municipality.

These are calculated dependent on the nature of service being provided. They may be set in a manner so as to recover the full cost of the service being provided or recover part of the costs or bring about surplus that can be utilized to subsidise other non-economical services.

### ● **Objective**

The objective of the tariff policy is to ensure that:

- The tariffs of the Municipality comply with the legislation prevailing at the time of implementation.
- The Municipal services are financially sustainable, affordable and equitable.
- The needs of the indigent and aged are taken into consideration.
- There is consistency in how the tariffs are applied throughout the municipality and;
- The policy is drawn in line with the principles as outlined in the MSA

### ● **Chargeable services rendered**

#### ■ **Water**

Tariffs are applied on a sliding scale basis whereby the rates per kilolitre of water consumed increase with volume consumed. All residential consumers are provided with free water equivalent to 6kl per month.

#### ■ **Sanitation**

The calculation of sewerage tariffs is based on the valuation of the property per the latest available valuation roll. For billing purposes sewer charges are

calculated as an annual amount and proportioned over a twelve month period.

- **Waste**

The Council may permit the usage of its waste site to any domestic or commercial consumers. Such usage shall be chargeable on a per ton basis.

- **Other Tariffs**

- Cemetery
- Tenders flows.

### C6.3.3 MUNICIPAL CONSUMER DEBT POSITION

From the below table it can be seen that the municipality is managing the consumer debts effectively and that there is no provision for any large increases which will negatively influence the municipality.

**Table 71: Municipal Assets (including Debtors)**

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>R thousand</b>											
<b>ASSETS</b>											
<b>Current assets</b>											
Cash		38,756	78,309	82,557	29,350	29,350	29,350		44,279	55,784	70,675
Call investment deposits	1	480,000	350,000	340,000	280,000	280,000	280,000	–	340,000	380,000	470,000
Consumer debtors	1	44,203	81,990	94,405	22,971	22,971	22,971	–	25,268	27,794	30,574
Other debtors		20,413	69,881	65,472	27,082	27,082	27,082		29,790	32,769	36,046
Current portion of long-term receivables		39	44	89	41	41	41		37	42	35
Inventory	2	6,552	8,615	8,837	9,884	9,884	9,884		10,873	11,960	13,156
<b>Total current assets</b>		<b>589,964</b>	<b>588,839</b>	<b>591,361</b>	<b>369,328</b>	<b>369,328</b>	<b>369,328</b>	<b>–</b>	<b>450,246</b>	<b>508,350</b>	<b>620,486</b>
<b>Non current assets</b>											
Long-term receivables		393	347	265	266	266	266		123	80	47
Investments		23,004	19,767	14,400	6,079	6,079	6,079				
Investment property											
Investment in Associate											
Property, plant and equipment	3	1,342,634	1,523,844	1,850,578	2,362,498	2,360,762	2,360,762	–	2,601,997	2,890,131	3,147,143
Agricultural											
Biological											
Intangible		932	1,050	2,081	2,194	2,194	2,194		10,050	10,642	11,271
Other non-current assets											
<b>Total non current assets</b>		<b>1,366,963</b>	<b>1,545,008</b>	<b>1,867,325</b>	<b>2,371,037</b>	<b>2,369,302</b>	<b>2,369,302</b>	<b>–</b>	<b>2,612,171</b>	<b>2,900,853</b>	<b>3,158,462</b>
<b>TOTAL ASSETS</b>		<b>1,956,926</b>	<b>2,133,846</b>	<b>2,458,686</b>	<b>2,740,366</b>	<b>2,738,630</b>	<b>2,738,630</b>	<b>–</b>	<b>3,062,417</b>	<b>3,409,203</b>	<b>3,778,947</b>

### C6.3.4 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M)

It can be seen from the table below that the municipality budgeted an amount of R68m million for repairs and maintenance to municipal infrastructure in the 2017/18 financial year, increasing to R72 million and R76million in the outer two years of the MTREF.

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2017/18 budget and MTREF provide for extensive growth in the area of asset maintenance.

During the compilation of the 2017/18 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance. Repairs and maintenance has been budgeted for at R67 million for the 2017/18 financial year. In relation to the total operating expenditure, repairs and maintenance contributes 9% of the total operating expenditure for the 2017/18 financial year. Although the total allocation of R & M is not 8 percent of the net carrying value of assets, this is due to the fact that the District's infrastructure is relatively new and it is envisaged that the allocation will be adequate in the medium term.

**Table 72: Repairs and Maintenance expenditure by asset class**

Description	2013/14	2014/15	2015/16	Current Year 2016/17			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	52,108	76,820	88,578	58,196	61,108	61,108	67,757	71,755	75,917
Water Supply Infrastructure	42,694	62,942	75,647	55,172	58,673	58,673	66,468	70,389	74,472
Solid Waste Infrastructure	8,381	12,356	11,792	100	141	141	–	–	–
<b>Infrastructure</b>		<b>51,076</b>	<b>75,298</b>	<b>87,440</b>	<b>55,272</b>	<b>58,814</b>	<b>58,814</b>	<b>66,468</b>	<b>70,389</b>
Community Facilities		42	62	180	200	250	250	250	265
<b>Community Assets</b>		<b>42</b>	<b>62</b>	<b>180</b>	<b>200</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>265</b>
Operational Buildings		327	482	511	848	627	627	600	635
<b>Other Assets</b>		<b>327</b>	<b>482</b>	<b>511</b>	<b>848</b>	<b>627</b>	<b>627</b>	<b>600</b>	<b>635</b>
Licences and Rights		90	133	–	30	16	16	–	–
<b>Intangible Assets</b>		<b>90</b>	<b>133</b>	<b>–</b>	<b>30</b>	<b>16</b>	<b>16</b>	<b>–</b>	<b>–</b>
Computer Equipment		–	–	45	91	42	42	–	–
Furniture and Office Equipment		8	12	90	166	115	115	6	7
Machinery and Equipment		–	–	–	270	250	250	–	–
<b>Transport Assets</b>		<b>565</b>	<b>832</b>	<b>312</b>	<b>1,320</b>	<b>994</b>	<b>994</b>	<b>433</b>	<b>459</b>
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		<b>101,080</b>	<b>125,736</b>	<b>139,334</b>	<b>122,196</b>	<b>137,169</b>	<b>137,169</b>	<b>153,968</b>	<b>163,139</b>
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		0.0%	0.0%	0.0%	82.7%	84.8%	84.8%	93.2%	86.9%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		0.0%	0.0%	0.0%	602.4%	517.8%	517.8%	362.3%	361.0%

Source: KCDM 2017/18 Budget

### **C6.3.5 CURRENT & PLANNED BORROWINGS**

It needs to be noted that the municipality in the MTREF has planned to investigate the requirement of a loan for the construction of a third cell at the current waste site in Empangeni. The loan is estimated to be R40 million, however is dependent on the outcome of a full feasibility study into the municipalities current ability to repay obligations relating to long term debt.

Should the feasibility study indicate that a loan is required, the MFMA sections applicable to the procurement of a long term loan will be followed.

## **C6.4 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS**

### **● STRENGTHS AND OPPORTUNITIES**

- The staff in the expenditure section has remained constant over the years.
- Budgeting and reporting legislation has been enhanced to ensure credible, accurate and reliable reporting.
- As GRAP is aligned to IAS continuous amendments are forthcoming and it is imperative that the organization is in a position to interpret and apply in order to ensure the maintenance of previously attained clean audit outcomes.
- Every individual within the organization understands that they are contributors towards the goal of clean audit.
- Requisitioning of goods and services has been automated thereby ensuring effective tracking thereof.
- Automated orders are forwarded to the respective departments to ensure an effective and efficient SCM process.
- Exploration of annual tenders to decrease the number of deviations.
- Continuous enhancement to improve the use of Financial Management System
- Strategy to incorporate rural service providers into the SCM database.
- Investigate the use of unemployed communities for provision of services.
- The rolling out of smart meters will assist in improving collections.
- Address all regular payment defaulters by changing their meters to smart
- Tracing “bad” debtors with online tracing tools
- HOD’s and section managers must ensure that all staff are made aware and comply with all policies and procedures of the Council
- All legislative matters must be addressed correctly, be valid, be accurate and within due date (CAR)
- To facilitate the audit process (internal and external), audit requests for information to be submitted within the required period and must consider CAR
- Departments must review all previous internal and external audit reports to ensure issues are addressed
- Formulate a policy which entitles the municipality to fix water leaks that are not resolved within 3 months and to charge the consumer for the repairs – 30 days after notification
- The roll out of the prepaid meters will relieve the administrative burdens and eliminate the need for additional credit controllers. The implementation of this process would eliminate the need for the 2 requested credit controllers which would save an estimated R600 000 p.a.
- All meter readings for rural schemes be facilitated by community appointed agents. This processes firstly creates income earning opportunities for the unemployed and also addresses resistance/hostility from communities
- The roll out of the smart meters will relieve the administrative burdens and eliminate the need for additional credit controllers.

## ● **WEAKNESS**

- There is a need to increase the number of staff
- Asset care centre – There are complicated and technical requirements in terms of GRAP and some aspects of the function would need to be outsourced due to the skill required.
- Compliance with new regulations has proven to be difficult with the current staff complement which results in overtime being worked by staff in order for compliance to be met.
- Due to month end financial system processes it is often difficult to meet item closing dates set by Admin Services.
- Lack of insurance cover for large infrastructure items such as weirs, dam walls etc.
- The staff in SCM should be trained on the SCM policy and the SCM processes refined in order to address the challenges of long outstanding invoices where necessary.

## ● **THREATS**

- Suppliers do not send statements monthly, invoices are received late and queries are therefore not resolved timeously
- In certain instances SCM is expected to procure in very limited time.
- Specification on requisitions is not clear which cause delays.
- Electronic communication in the rural component of the district remains a challenge.
- Service Providers filling tender documents incorrectly or submitting incorrect documents.
- DIMS limitation
- Service Providers are “Tenderpreneurs”.
- Service Providers not updating their information on regular basis.
- Unable to confirm the correctness of the SARS Clearance Certificate.
- Challenges with regards to collections are more evident in the towns of Nkandla, Thubalethu, Mpumshini Park, Sunnydale, Kingdizulu, Slovos, Sabokwe, Nzalabantu and Kwamagwaza.
- The quality of water is affecting collection
- With regards to rural water schemes collections average only 10% of billed revenue.
- Households in the non-urbanized areas are both scattered in nature and are not formally identified (registered lot number) and complicated further by the fact there are no street names, etc.
- Furthermore the “non formalized” location of the meters creates a hindrance.
- No credit control and inaccurate meter information in the town of King Dinizulu.
- The main contributing factor is that the infrastructure has been installed at the back of the yards and access is almost
- The district does not have electricity as a leverage to collect outstanding arrears.
- Water leaks within the property cause excessive accounts which the resident cannot afford.
- Leaks also contribute to the wasteful loss of the districts precious commodity.
- Illegal water connections and meter bypasses cost Council in lost revenue and infrastructure damage.
- Staffs in the finance section are experiencing low work morale due to policies of council which are governed by national legislation limiting fringe benefits and pay scales.
- Unable to attract and retain staff.

- Possible redetermination of boundaries affecting revenue from consumers and equitable share allocations.

The municipality's Credit Control and Debt Collection Policy as well as Incentive Schemes has in so many ways assisted in prompt payment of debtor accounts. However the current infrastructure in some of our areas makes it cumbersome to implement these policies, such as restrictions due to meters installed inside customers properties, moreover some of the installed meters do not have restrictor valves. These challenges contribute to the spiralling debts over the years.

The municipality have commenced with the procurement process of upgrading the water system network and installation of smart meters in one of the problematic area and such is anticipated to be completed within 18 months period, therefore the reduction of debt is expected in the near future.

In addition the Revenue section is currently busy with procurement process of appointing a service provider to provide online debtor tracing and monitoring as well as indigent verification. It is anticipated that this intervention shall curb the spiralling debt especially from the domestic sector.

In supporting the municipality's plight to reduce government debt Cogta have initiated a programme to intervene in this regard, it is therefore hoped that their effort will bear noticeable outcome.

The table below depicts the Municipal's consumer debt position for the last three years.

**Table 73: Consumer Grouping Analysis**

	2015	2014	2013
Domestic	49.3	43.9	35.5
Business	4.9	5.6	6.1
Government	2.2	5.1	4.8
	<b>56.4</b>	<b>54.6</b>	<b>46.4</b>

## C7.0 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

### C7.1 GOOD GOVERNANCE ANALYSIS

Good Governance measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates and are consulted empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. It also deals with the involvement of Traditional Councils in municipal affairs. It also relates to the following:

- Functional ward committees and other committees;
- Linkages with other governance structures;
- Sector engagements;
- Community informed IDP;
- Annual Report and Annual Performance Report submitted

Good governance requires the district to provide the highest quality of service to its constituents and to ensure that all the strategies and objectives are adhered to, resulting in a productive and sustainable district.

The district Employment Equity Plan (EEP) and Skills Development Plan (SDP) have already been prepared. In addition, the district is in the process of undertaking an organizational review in compliance with the prevailing legislative framework which governs the local government sphere.

The following is listed:

All programmes and projects will be designed to meet the principles of the EPWP with regards to, *inter alia*, and labour intensive construction methods and capacity building. KCDM Tenders comply with the MFMA regulations. The Supply Chain Management Policy and a Procurement Policy are in place. In section F, the district budget is outlined in some detail.

### C7.2 SUKUMA SAKHE

The purpose of Operation Sukuma Sakhe aims to rebuild the fabric of society by promoting human values, fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration, by working together through effective partnerships. Partnerships include civil society, development partners, communities and government departments, to provide a comprehensive integrated service package to communities. The objective of Operation Sukuma Sakhe is to create and maintain functional task teams at provincial, district, local, and ward levels to deliver integrated services to individuals, households and communities.



**Table 74: Sukuma Sakhe Projects**

SUKUMA SAKHE PROJECTS		
PROJECT	BUDGET	PROGRESS
Operation MBO Twice or thrice per financial year	R50 000 TO R70 000	All Government Department attend and provide service
Interventions in a form of relief packs	R100 000	Ongoing
Commemoration of special dates: Mandela Day etc	R50 000 or more	Ongoing
Equipment for War Rooms	R50 000	Ongoing
Awareness Campaigns such as Reed Dance Maidens as an annual event that takes place at Kwabulawayo	R 50 000 or more	Ongoing
Establishment of forums such as Moral Regeneration Movements	R50 000	Ongoing

### C7.3 PORTFOLIO COMMITTEES

The Portfolio Committee structures are in place and meeting are scheduled as follows, however some of these meetings do not convene due to lack of quorum from councillors. Dates are also subject to change.

**Table 75: Portfolio Meetings Planning and Economic Development Schedule**

PLANNING & DEVELOPMENT SERVICES			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	21/07/2016	07/07/2016
AUGUST	10H00	26/08/2016	12/08/2016
SEPTEMBER	12H00	22/09/2016	08/09/2016
OCTOBER	10H00	21/10/2016	07/10/2016
NOVEMBER	12H00	25/11/2016	11/11/2016
FEBRUARY	10H00	09/02/2017	26/01/2017
MARCH	12H00	31/03/2017	17/03/2017
APRIL	10H00	21/04/2017	07/04/2017
MAY	10H00	26/05/2017	12/05/2017
JUNE	10H00	23/06/2017	09/06/2017

**Table 76: Portfolio Meetings Community Services Schedule**

COMMUNITY SERVICES			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	14/07/2016	30/06/2016
AUGUST	10H00	19/08/2016	05/08/2016
SEPTEMBER	10H00	15/09/2016	01/09/2016
OCTOBER	10H00	14/10/2016	30/09/2016
NOVEMBER	12H00	17/11/2016	03/11/2016
FEBRUARY	10H00	16/02/2017	02/02/2017
MARCH	10H00	16/03/2017	02/03/2017
APRIL	12H00	21/04/2017	07/04/2017
MAY	10H00	18/05/2017	04/05/2017
JUNE	12H00	15/06/2017	01/06/2017

**Table 77: Portfolio Meetings Technical Services Schedule**

TECHNICAL SERVICES			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	22/07/2016	08/07/2016
AUGUST	12H00	26/08/2016	12/08/2016
SEPTEMBER	12H00	15/09/2016	01/09/2016
OCTOBER	10H00	13/10/2016	29/09/2016
NOVEMBER	10H00	25/11/2016	11/11/2016
FEBRUARY	10H00	10/02/2017	27/01/2017
MARCH	11H00	31/03/2017	17/03/2017
APRIL	10H00	20/04/2017	06/04/2017
MAY	12H00	26/05/2017	12/05/2017
JUNE	10H00	22/06/2017	08/06/2017

**Table 78: Portfolio Meetings Financial Services Schedule**

FINANCIAL SERVICES			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	11H00	28/07/2016	14/07/2016 (Key deadlines)
AUGUST	10H00	25/08/2016	11/08/2016 (Rollover & AFS)
SEPTEMBER	11H00	22/09/2016	08/09/2016 (Consolidated AFS)
OCTOBER	11H00	27/10/2016	13/10/2016
NOVEMBER	11H00	25/11/2016	16/11/2016
DECEMBER	10H00	08/12/2016	24/11/2016
JANUARY	10H00	20/01/2017(sp)	06/01/2017 (Mid year review)
JANUARY	10H00	27/01/2016	18/01/2017
FEBRUARY	11H00	23/02/2017	09/02/2017 (Adjustment Budget)
MARCH	10H00	23/03/2017	09/03/2017 (Draft Budget)
MARCH	11H00	30/03/2017	16/03/2017
APRIL	11H00	28/04/2017	13/04/2017
MAY	10H00	25/05/2016	11/05/2017 (Final Budget)
JUNE	10H00	29/06/2017	15/06/2017

**Table 79: Portfolio Meetings Corporate Services Schedule**

CORPORATE SERVICES			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	15/07/2016	01/07/2016
AUGUST	10H00	18/08/2016	04/08/2016
SEPTEMBER	10H00	16/09/2016	02/09/2016
OCTOBER	10H00	20/10/2016	06/10/2016
NOVEMBER	10H00	18/11/2016	04/11/2016
FEBRUARY	10H00	17/02/2017	03/02/2017
MARCH	10H00	17/03/2017	03/03/2017
APRIL	12H00	20/04/2017	06/04/2017
MAY	10H00	19/05/2017	05/05/2017
JUNE	12H00	15/06/2017	01/06/2017

## C7.4 AUDIT COMMITTEE

The Audit Committee structures are in place and meetings are schedules as follows:

**Table 80: Audit Committee Meeting Schedule**

AUDIT			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
AUGUST	12H00	23/08/2016	08/08/2016 (AFS)
SEPTEMBER	13H00	21/09/2016	07/09/2016 (Consolidated AFS)
NOVEMBER	12H00	10/11/2016	27/09/2016
DECEMBER	12H00	06/12/2016(sp)	22/11/2016
FEBRUARY	12H00	24/02/2017	10/02/2017
MAY	12H00	24/05/2017	10/05/2017

## C7.5 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The Municipal Public Accounts Committee (MPAC) structures are in place and meeting are scheduled as follows:

**Table 81: MPAC Meeting Schedule**

MPAC			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	28/07/2016	14/07/2016
AUGUST	12H00	25/08/2016	11/08/2016 (AFS)
SEPTEMBER	11H00	23/09/2016	09/09/2016 (Consolidated AFS)
OCTOBER	12H00	27/10/2016	13/10/2016
NOVEMBER	10H00	17/11/2016	03/11/2016
DECEMBER	12H00	08/12/2016 (sp)	24/11/2016
FEBRUARY	10H00	24/02/2017	10/02/2017

MARCH	10H00	31/03/2017	17/03/2017
APRIL	09H00	28/04/2017	13/04/2017
MAY	13H00	25/05/2017	11/05/2017
JUNE	14H00	29/06/2017	15/06/2017

## C7.6 RULES COMMITTEE

**Table 82: Rules Committee Schedule**

RULES COMMITTEE			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	29/07/2016	15/07/2016
OCTOBER	10H00	28/10/2016	14/10/2016
FEBRUARY	12H00	10/02/2017	27/01/2017
MAY	12H00	19/05/2017	05/05/2017

## C7.7 IGR FORUMS

King Cetshwayo District Municipality received grant funding from the KZN Department of Cooperative and Traditional Affairs to prepare an Integrated Development Plan Commitment Charter to ensure alignment and commitment of the relevant Sector Departments and Service Providers to King Cetshwayo IDP. In addition, IDP Sector and Services Alignment Forum were established to address alignment of plans, budgets and projects.

The main aim of the project is to ensure that a uniform, mutually agreed upon, aligned and structured process is followed by all sector departments and service providers in identifying, prioritizing and implementing their projects in King Cetshwayo district for coordinated, efficient and effective service delivery by all spheres of government with the main tool being the Integrated Development Plans of the municipalities in the district.

The following Objectives apply to support the District Municipality to strengthen institutional and co-operative governance in the district area through an improved institutional framework, including but not limited to:

- Promote implementation of appropriate structures and IGR protocols;
- Improving intergovernmental relations between the district and local municipalities, between two or more local municipalities and stakeholders;
- Ensuring that improved IGR protocols and structures will support coordinated planning, prioritization and delivery of services in the district;
- Ensure that the IDPs of the district and local municipalities are recognized and utilized as the main tool to achieve the above;
- To ensure appropriate level of stakeholder involvement in IGR and the IDP processes.

The implementation of Section 81 of the Municipal Structures Act, Act 117 of 1988 that provides for the participation of traditional leaders in Municipal Councils is now underway.

The Gazette identifying the names of Traditional Leaders that are to serve in Municipalities was published in April 2013 (Provincial Gazette No 926 Vol. 7). The Traditional leaders that are to serve in King Cetshwayo District Municipality Council are as follows:

**Table 83: Traditional Leader that Serve on Council**

NAME OF TRADITIONAL LEADER	IDENTITY NUMBER	TRADITIONAL COMMUNITY
Victoria Thembelihle Dube	5308120336088	Kholweni
Bonginkosi Shilo Mthembu	7104065297080	Somopho
Zakhe Davidson Mpungose	7405065426086	Mpungose
Sifisi Regional Biyela	8103035664089	Mombeni
Velemandleni Biyela	3802085197081	Yanguya
Bhekisabelo Sithembiso Shezi	7505275719082	Chube
Muziwami Thembinkosi Zuma	7106166485084	Nxamalala
Mandla Mbeki Mkhwanazi	6410106978088	Mkhwanazi

**Table 84: IGR Meeting Schedule**

DATE	TIME	FORUM	DATE	TIME	FORUM
<b>JANUARY 2016</b>			<b>APRIL 2016</b>		
20	10h00	DPPF	01	10h00	Mayors Forum
26	12h00	Finance IGR	06	11h00	MM Forum
			14	09h00	IDP Rep Forum
			19		Communication Forum
			20	13h00	Infrastructure Forum
			24	12h00	Mayors Forum
			25	12h00	Finance IGR
<b>FEBRUARY 2016</b>			<b>MAY 2016</b>		
03	11h00	MM Forum	6	11h00	MM Forum
05		DPPF	19		Communication Forum
11	10h00	Planners Forum	20	13h00	Infrastructure Forum
18		Communication Forum	24	12h00	Mayors Forum
19		Corporate Forum	25	12h00	Finance IGR
19	13h00	Infrastructure Forum			
24	12h00	Mayors Forum			
25	12h00	Finance IGR			
<b>MARCH 2016</b>			<b>JUNE 2016</b>		
02		Speakers Forum	03	11h00	MM Forum
03	11h00	MM Forum	09	10h00	Community Forum
17	10h00	Community Forum	10	09h00	Planner Forum
22	12h00	Finance IGR			
30		LED Forum			

## C7.8 COMMUNICATION STRATEGY

### ● VISION AND MISSION

The communication programme of King Cetshwayo Communication Strategy adopted by Council is centred on the programme of action of the government and the priorities of this district Council. This is done in relation to the five-year IDP Projects and the Vision and Mission statement of the municipality.

### ● OBJECTIVES

The strategic objective of King Cetshwayo Communications Section is to provide an integrated and coordinated communication service within King Cetshwayo District and its six local municipalities.

Key to this strategy is the recognition that Government communication will be driven by coherent messages under an over-arching five year theme: "WORKING TOGETHER WE CAN DO MORE"

Communication within the spheres of government is no longer fragmented but has largely been influenced by the greater level of coordination between government departments and municipalities in KwaZulu-Natal.

## C7.9 STATUS OF MUNICIPAL POLICIES

The list of Policies that apply to the Municipality and adopted by council are as follows:

### ● FINANCE POLICIES

**Table 85: Finance Policies**

POLICY	DATE APPROVED	DATE OF ADOPTION
Tariff Policy	May 2016	May 2017
Incentive Policy	May 2016	May 2017
Indigent Policy	May 2016	May 2017
The Credit Control and Debt Collection Policy	May 2016	May 2017
Budget Policy	May 2016	May 2017
Delegations Policy	May 2016	May 2017
Investment and Banking Policy	May 2016	May 2017
Property, Plant and Equipment	May 2016	May 2017
Supply Chain Management Policy	May 2016	May 2017
Virement Policy	May 2016	May 2017
Borrowing Policy	May 2016	May 2017
Retention Policy	May 2016	May 2017
Credit Card Policy	May 2016	May 2017

● **HUMAN RESOURCE POLICIES:**

**Table 86: Human Resource Policies**

POLICY	DATE APPROVED	DATE OF NEXT REVIEW
Recruitment & Selection	2008	The review of the policy is in progress , the policy will be reviewed in relation to Succession and Retention, Employment Equity, Training and Development
Succession & Retention	12/03/2008	To be reviewed in 2017
OHS	09/03/2015	The review of the policy is in progress
Substance Abuse	09/03/2011	The review of the policy is in progress
Smoking	12/03/2008	The review of the policy is in progress
Training & Development	12/03/2008	The review of the policy is in progress
Employee Assistance Programme	27/09/2013	To be reviewed in 2019 however, if any legal amendments are required it will be reviewed before the said date
Employment Equity	12/03/2008	The review of the policy is in progress it is with the Employment Equity Committee
Overtime	5/12/2015	To be reviewed in 2018, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Subsistence & Travel	05/06/2012	To be reviewed in 2018, except if any binding amendments are required it will be reviewed before the said date
Official Housing Assistance Rental	09/09/2012	To be reviewed in 2018, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
R250.00 Rental Scheme	09/03/2011	To be reviewed in 2018, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Exit Interview	12/09/2007	Policy to be reviewed in 2017
Long Service	20/11/2013	To be reviewed in 2018, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Sexual Harassment	12/03/2008	The review of the policy is in progress
Internship	12/03/2008	The review of the policy is in progress it is reviewed together with the training and development policy
Relocation	11/11/2009	To be reviewed in 2017, except if any binding amendments are required it will be reviewed before the said date
Leave	28/06/2014	To be reviewed in 2018, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Maternity Leave	28/06/2014	To be reviewed in 2018, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Pool Motor Vehicle	25/08/2010	To be reviewed in 2017, except if any binding amendments are required it will be reviewed before the said date
Motor Vehicle Scheme Management	25/08/2010	To be reviewed in 2017, except if any binding amendments are required it will be reviewed before the said date

POLICY	DATE APPROVED	DATE OF NEXT REVIEW
Travel Allowance Scheme Non-Management	7/03/2015	To be reviewed in 2019, except if any binding amendments are required it will be reviewed before the said date
Sick Leave	28/06/2014	To be reviewed in 2018, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Termination	24/06/2015	To be reviewed in 2019 except if any binding amendments are required it will be reviewed before the said date
Scarce Skills Policy	24/06/2016	To be reviewed in 2019 except if any binding amendments are required it will be reviewed before the said date

## C7.10 MUNICIPAL RISK MANAGEMENT

The municipality has a risk management policy and strategy in place, the relevant structures to implement the policy is also in place

**Table 87: Risk Management Policies**

POLICY	DATE APPROVED	RENEWAL DATE
Risk Management Policy	28 May 2014	28 May 2016
Risk Management Strategy	28 May 2014	28 May 2016

The risks identified by the municipality are reflected hereunder.

### C7.10.1 FRAUD RISK

- Misappropriation of municipal funds
- Conflict of interest
- Unauthorised use of receipt books
- Abuse of overtime
- Theft of municipal time
- Unauthorised access to information on the server
- Tampering with meters and illegal connections
- Disclosure of confidential information
- Unauthorised water deliveries, unrecorded sales and illegal water connections
- Unauthorised use of user names and password using spyware
- Theft of stock/replaced equipment
- Diesel theft – water projects
- Manipulation of the SCM policy and procedures
- Abuse of Authority for personal gain
- Inflated mileage claims by contractors
- Unauthorised changes to the payroll data
- Theft of consumables and theft/vandalism of assets
- Abuse of garage/fleet cards
- Inflated mileage claims by staff
- Unauthorised use of municipal vehicles



- Assets not returned by staff who terminate their services
- Ghost employees may be paid
- Fuel theft - municipal fleet

#### **C7.10.2 IT RISK**

- Inadequate DRP procedures
- Unavailability and/or unreliability of IT systems
- Lack of IT Governance framework
- Unauthorised amendments to programs or databases
- Loss of/Inaccessibility to key records/Poor records management
- Loss/compromise of key data
- Unauthorised/unrestricted access to the computerised system
- Failure of IT service providers to deliver in terms of service level agreement
- ICT not an enabler for the achievement of strategic objectives\
- IT skills shortage
- Lack of integration of systems across the organisation
- Legal compliance of IT with relevant legislation not assured
- Unauthorised use of usernames and passwords using spyware
- Documents on Hummingbird inaccessible
- Inadequate management of mobile devices
- Failure to comply with the IT governance framework review and implementation

#### **C7.10.3 INHERENT RISK**

- Constraints on tariff increases
- Water and Sanitation Infrastructure failure/breakdown/deterioration
- Financial viability of the District
- BCP (organisational) not in place
- Lack of external funding allocation for the implementation of IDP projects
- Inability to collect revenue/debtors due to the Municipality
- Unsustainability of water sources.
- Strike action by employees/contractors (national and local)
- Inadequate response to environmental health incidents
- Failure to attract and retain critical skills
- Security threats to personnel/contractors
- Limited external funding allocation for the implementation of IDP projects
- Poor service delivery
- Reduction/withholding of grant funding
- Unsustainability of water sources
- Excessive water losses
- Service delivery backlog
- Failure to achieve clean audit
- Inadequate response to disaster
- Failure to achieve transformation targets to the implementation of BBBEE
- Misuse and damage of assets
- Budget cost overruns

- Lack of community buy-in in new projects
- Inability to implement all programmes relating to marginalised groupings
- Inadequate participation of Local Municipalities at intergovernmental level
- Strike action by employees
- Strike action by contractors (national and local)

## **C7.11 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS**

### ● **WEAKNESS AND THREATS**

- The communities need to be engaged with and given an opportunity to participate in the service delivery process.
- There is a need to keep the public regularly informed of our efforts and programmes which seek to meet the needs of service delivery and unemployment.
- The District has been obligated to cut its expenditure on publicity and marketing activities in recent years, as mandated by National Treasury.
- These financial constraints pose a challenge as we attempt to prioritise communication over basic needs such as water, sanitation, houses and roads.
- The challenge is doing more with less, and finding ways of communicating more cheaply, by visiting people in their own areas instead of advertising or transporting them to event.

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### ● **OPPORTUNITIES AND STRENGTHS**

King Cetshwayo utilises the following channels to engage the public:

- Rural communities: Newspapers, Radio, Newsletters, display advertising, social media, pension pay points, letters sent with bills, religious groups and senior citizens forums.
- Business community: Mainstream media, financial publications, events (sporting events).
- Employees: Internal publications, emails, posters, workshops, notice boards, staff meetings.
- The local municipalities in the district, national and provincial government: Intergovernmental forums and izimbizo.
- Broader public: magazine and news publications, TV, radio, flyers, posters, events (roadshows) and sporting events (District Games).

### ● **MEDIA PLAN INCLUDES:**

- Issuing of press releases and reporting on municipal events, Exco meetings and handovers
- Regular radio slots on community radio stations to keep communities informed of municipal programmes
- Publication of monthly newsletters and annual Service Charter
- Promote the use of the municipal website
- Public participation programmes that help to maintain awareness of the municipality's programmes and projects.

● **KEY CAMPAIGNS INCLUDE:**

- Project handovers
- Roadshows: Budget and IDP public engagement
- Visits by MEC's and Ministers for project launches
- Community meetings
- Sukhuma Sakhe programme
- Publicising of events linked to specific programmes: Agriculture, Economic Development, Women
- Key provincial events: Youth Day, World AIDS Day, Parliament to the People
- Customer satisfaction survey
- Communications and Public Relations Strategy updated annually.

## **C8.0 COMBINED SWOT ANALYSIS**

### **C8.1 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS**

● **STRENGTHS AND OPPORTUNITIES**

- The towns have comparatively good levels of infrastructure and services.
- The coastal topography and the N2 have added to improved urban access along the eastern portions of King Cetshwayo District.
- Richards Bay has been identified as a provincial Secondary Node in the PGDS and thus an urban center with good existing economic development and the potential for growth and services to the regional economy.
- Richards Bay, as a harbor and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district.
- Eshowe, Nkandla, Melmoth and Buchanana are identified as quaternary nodes. These nodes are mainly centers which should provide service to the sub-regional economy and community needs. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas are supported by the Province.
- Empangeni's role as an industrial, commercial and service center to the settlements of Esikhaleni, Eshowe, Nkandla, and other rural settlements attracts many people to the range of higher order services available in the town.
- A good climate that opens up avenues for productive agricultural and tourism development
- Agriculture with irrigation infrastructure in place
- A scenic environment and the coastal terrain thus creating more opportunities for tourism development
- The district's location within KwaZulu-Natal that is reputable for its African Experience.
- KCDM Area has large tracts of Biodiversity 1 and 3 designated areas with a large number of protected and environmentally sensitive areas.

#### ● **WEAKNESS AND THREATS**

- The social needs of people in King Cetshwayo along the southern coastal areas of uMhlathuze, the southern portions of uMlalazi abutting the Tugela River and extensive portions of Nkandla are considered to be high.
- Urban accessibility is a limiting factor in the western portions of the Nkandla Municipality in particular. Urban accessibility generally improves in an easterly direction towards the coast.
- The Southern and western parts of the Municipal area are mountainous with slopes of 1:3 and steeper. The slopes decrease (become less steep) towards the eastern sector of the Municipal Area
- Large inequality exists in the levels of development through the Municipal area between the rural and urban environments
- Low potential soils occur along the Tugela River as well as along portions of the Mhlathuze River
- Air quality capacity in certain areas in the District has been reached and it is highly unlikely that the situation will change (especially in the Richards Bay area)
- Dust pollution from open cast mining needs to be addressed.
- The burning of waste in the absence of waste services are major air pollution sources in rural areas which need to be addressed.

## **C8.2 DISASTER MANAGEMENT: SWOT ANALYSIS**

#### ● **STRENGTHS AND OPPORTUNITIES**

- The Municipality has a Level 2 Disaster management Plan in Place
- KCDM have established the foundation institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.
- There are Disaster Management Advisory Forums in the District Municipality, uMhlathuze, uMlalazi and Mthonjaneni
- Current disaster risk profile is based on a detailed disaster risk assessment process
- The risk profile for King Cetshwayo District Municipality is based on the data received from the workshop consultations
- A number of risk reduction measures have been identified related to the highest rated identified risks.
- Communication and stakeholder participation in disaster risk management in King Cetshwayo District Municipality is executed through a consultative process, education and public awareness, initiated by King Cetshwayo District Municipality disaster management function

#### ● **WEAKNESS AND THREATS**

- Hazard-specific disaster contingency plans still need to be developed
- Limited capacity currently exists in King Cetshwayo District Municipality and specifically in its local municipalities to fulfil all the functions required by the Act
- The resources associated with performing disaster management related functions in the KCDM are rated between 'insufficient' and 'sufficient'.

- There is a need for increased investment in capacity and resilience building in each of the local municipalities

### **C8.3 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS**

#### ● **STRENGTHS AND OPPORTUNITIES**

- Back to Basics in place
- Well-functioning Portfolio, EXCO and Council structures.
- Communication Plan and IDP Alignment processes in place.
- Implementation of the KCDM Economic Development Framework: Towards a Green Economy by the LED Structures created further opportunities for growth and development
- Functional GIS section.
- Planning Shared Services in place.
- HR Development Plan and Employment Equity Plan in place
- Compliance with financial requirements and submission deadlines
- Compliance with SCM requirements

#### ● **WEAKNESS AND THREATS**

- Unfunded Mandates
- Staff Shortage

### **C8.4 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS**

#### ● **STRENGTHS AND OPPORTUNITIES**

King Cetshwayo utilises the following channels to engage the public:

- Rural communities: Newspapers, Radio, Newsletters, display advertising, social media, pension pay points, letters sent with bills, religious groups and senior citizens forums.
- Business community: Mainstream media, financial publications, events (sporting events).
- Employees: Internal publications, emails, posters, workshops, notice boards, staff meetings.
- The local municipalities in the district, national and provincial government: Intergovernmental forums and izimbizo.
- Broader public: magazine and news publications, TV, radio, flyers, posters, events (roadshows) and sporting events (District Games)
- **Media Plan includes:**
  - Issuing of press releases and reporting on municipal events, Exco meetings and handovers
  - Regular radio slots on SABC radio and community radio stations to keep communities informed of municipal programmes
  - Publication of monthly newsletters and annual Service Charter
  - Promote the use of the municipal website

- Public participation programmes that help to maintain awareness of the municipality's programmes and projects.
- **Key Campaigns include:**
  - Project handovers
  - Roadshows: Budget and IDP public engagement
  - Visits by MEC's and Ministers for project launches
  - Community meetings
  - Sukhuma Sakhe programme
  - Publicising of events linked to specific programmes: Agriculture, Economic Development, Women
  - Key provincial events: Youth Day, World AIDS Day, Parliament to the People
  - Customer satisfaction survey currently undergoing bid processes.
  - Communications and Public Relations Strategy updated annually.

#### ● **WEAKNESS AND THREATS**

- The communities need to be engaged with and given an opportunity to participate in the service delivery process.
- It is our duty as communicators to ensure that we keep the public regularly informed of our efforts and programmes which seek to meet the needs of service delivery and unemployment.
- The District has been obligated to cut its expenditure on publicity and marketing activities in recent years, as mandated by National Treasury.
- These financial constraints pose a challenge as we attempt to prioritise communication over basic needs such as water, sanitation, houses and roads.
- The challenge is doing more with less, and finding ways of communicating more cheaply, by visiting people in their own areas instead of advertising or transporting them to event.

## **C8.5 SOCIAL DEVELOPMENT SWOT ANALYSIS**

#### ● **STRENGTHS AND OPPORTUNITIES**

- **Disaster Management**
  - Compliance DM acts:
    - Disaster Centre
    - Disaster Management Framework
    - Disaster Management plan
    - Annual Report
    - Enhance services delivery
- **Sport, youth & culture programmes**
  - A position existing to service these programmes
    - SALGA Games implementation annually
  - Potential to enhance Sport & Youth Development
  - Promotion of cultural activities
  - Each programme to have a dedicated officer

- **Environmental & Health**

- Devolution of environmental health services from province to district municipalities
- Finalization of Devolution of EHS will enhance service delivery

- **Special Programmes**

- The programmes are driven by two coordinators
- Each programme to have a dedicated officer
- Strengthening of awareness campaigns at ward level
- Alignment of programmes with Provincial and national guidelines

- **Crime Prevention**

- Budget availability to implement crime prevention strategies
- Function has a potential for growth to enhance crime awareness
- KCDM advisory Forum to be established

● **WEAKNESS AND THREATS**

- **Disaster Management**

- Personnel
  - Inadequate
- Building
  - OHS Compliance
  - Old Building
  - Office Space
- Equipment
  - Out-dated
  - Insufficient
- Financial Resources
- Poor or limited service delivery

- **Sport, youth & culture programmes**

- Inadequate financial resources
- Fragmentation not well coordinated plans for this programme
- No programme/plans make his designation fully functionally.
- Sport only concentrate on SALGA Games
- The sport budget is mainly used for SALGA Games- annual event
- Noncompliance with the KCDM IDP

- **Environmental & Health**

- Shortage of staff rendering EHS thus hampering service delivery
- Delay in the devolution process of EHS
- EHS funds being used for non-environmental health matters
- Non standardization of working tools – e.g. inspection books
- Delay in the Air Quality Management Plan
- Insufficient rendering of EHS could result in health hazards and epidemics

- **Special Programmes**

- Shortage of staff
- No dedicated pool vehicle – problematic in cases of emergency
- Limited resources e.g. laptops
- Monitoring and evaluation of projects

- Non adherence to work plans or programmes
- **Crime Prevention**
  - No dedicated official
  - No programmes
  - Increase in crime activities within the district

## **C8.6 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS**

### ● **STRENGTHS AND OPPORTUNITIES**

- The staff in the expenditure section has remained constant over the years.
- Budgeting and reporting legislation has been enhanced to ensure credible, accurate and reliable reporting.
- As GRAP is aligned to IAS continuous amendments are forthcoming and it is imperative that the organization is in a position to interpret and apply in order to ensure the attainment of clean audits.
- It is imperative that every individual within the organization understands that they are contributors towards the goal of clean audit.
- Processes have been put in place to ensure that process of orders to be forwarded to individuals be forthcoming. Possibility of signing an annual deviation for certain issues to cut down on number of deviations
- Improve the use of Financial Management System
- Come up with the strategy on how to advertise so that rural areas can be reached. This will need buy in from LM, the plan is to discuss it as CFO Forum
- As communities know their areas well we should consider training and using unemployed members of the communities to deliver a package of services inclusive of reading meters, delivering statements/notices and possibly effecting restrictions and openings
- New water infrastructure needs to be considered which will allow the meters to be easily read and allow for the implementation of the credit control policy
- Council has already approved the installation of prepaid meters for indigent households. Technical department is exploring alternatives in this regard address all regular payment defaulters by changing their meters to prepaid
- Tracing “bad” debtors with online tracing tools
- HOD’s and section managers must ensure that all staff are made aware and comply with all policies and procedures of the Council
- All legislative matters must be addressed correctly, be valid, be accurate and within due date (CAR)
- To facilitate the audit process (internal and external), audit requests for information to be submitted within the required period and must consider CAR
- Departments must review all previous internal and external audit reports to ensure issues are addressed
- Formulate a policy which entitles the municipality to fix water leaks that are not resolved within 3 months and to charge the consumer for the repairs – 30 days after notification
- The roll out of the prepaid meters will relieve the administrative burdens and eliminate the need for additional credit controllers. The implementation of this



process would eliminate the need for the 2 requested credit controllers which would save an estimated R600 000 p.a.

- All meter readings for rural schemes be facilitated by community appointed agents. This processes firstly creates income earning opportunities for the unemployed and also addresses resistance/hostility from communities

#### ● **WEAKNESS AND THREATS**

- Suppliers do not send statements monthly, invoices are received late and queries are therefore not resolved timeously
- There is a need to increase the number of staff
- Asset care centre – There are complicated and technical requirements in terms of GRAP and some aspects of the function would need to be outsourced due to the skill required.
- Compliance with new regulations has proven to be difficult with the current staff complement which results in overtime being worked by staff in order for compliance to be met.
- Due to month end financial system processes it is often difficult to meet item closing dates set by Admin Services.
- Lack of insurance cover for large infrastructure items such as weirs, dam walls etc.
- In certain instances SCM is expected to procure in very limited time.
- The increase of deviations which are causing MFMA challenges.
- Specification on requisitions is not clear which cause delays.
- Shortage of staff resulting in shortage of time to follow up on outstanding orders, preparation of recons.
- Unable to reach the service providers operating in rural areas.
- Service Providers filling tender documents incorrectly or submitting incorrect documents.
- Stores at Mthonjaneni are not electronically linked to Finance Management System which poses balancing challenges.
- Redundant materials which is always dumped at Empangeni store.
- DIMS limitation
- Unannounced interruptions/downtime.
- Service Providers are “Tenderpreneurs”.
- Service Providers not updating their information on regular basis.
- Unable to confirm the correctness of the SARS Clearance Certificate.
- Challenges with regards to collections are more evident in the towns of Nkandla, Thubalethu, Mpumshini Park, Sunnydale, Kingdizulu, Slovos, Sabokwe, Nzalabantu and Kwamagwaza.
- With regards to rural water schemes collections average only 10% of billed revenue.
- Households in the non-urbanized areas are both scattered in nature and are not formally identified (registered lot number) and complicated further by the fact there are no street names, etc.
- An investigation into the number of monthly unread indicates that on average 10 – 15% of meters are not read and therefore averages are then applied.
- The main contributor for this is that meters underground and inaccessible.

- Furthermore the “non formalized” location of the meters creates a hindrance.
- No credit control and inaccurate meter information in the town of King Dinizulu.
- The main contributing factor is that the infrastructure has been installed at the back of the yards and access is almost impossible.
- Although 3 000 debtors per controller appears fair, the nature of our debtors include large number of poor households.
- The district does not have electricity as a leverage to collect outstanding arrears.
- The roll-out of metered connections in the non-urbanized areas is increasing the numbers and for the past 3 years the staff compliment has not been adjusted accordingly.
- In the past 2 years the following areas have been converted to full connections, that of Nzalabantu, Slova’s and Kwamagwaza etc.
- Currently the staff have the capacity to process readings, however, the subsequent variances and follow ups are not been done.
- Greater Mthonjaneni will be commissioned soon and we will not have the capacity to service these new connections.
- Currently no infrastructure is in place to assist these customers to stay within the free allocation of 10 kl.
- Many of the areas transferred to the district have the “old Kent meter installation”. This installation can only be restricted by stripping the meter and installing a 5c coin. The process is cumbersome and takes approximately 45 minutes to complete
- Water leaks within the property cause excessive accounts which the resident cannot afford.
- Leaks also contribute to the wasteful loss of the districts precious commodity.
- Illegal water connections and meter bypasses cost Council in lost revenue and infrastructure damage.
- Current monitoring mechanisms e.g. water balancing does not effectively detect areas where there is possible tampering.
- Tampering is only detected when reported by concerned residents or identified by field staff.

## C8.7 BASIC SERVICE DELIVERY

### ● THREATS

- Severe drought conditions which has resulted in water sources running completely dry
- Aging infrastructure
- Unaccounted water (non- revenue water)
- Challenges in meeting the blue and green drop requirements
- Failure to collect revenue in rural areas
- Failure to retain technical staff due to salary packages offered
- Poor quality of water coming from boreholes drilled
- Inadequate funding to address the backlogs

### ● **WEAKNESSES**

- the limited yield of the water sources for the localized schemes is hindering their extension to neighbouring communities
- The Section 78 study has revealed that KCDM did not have sufficient capacity to manage and operate the water services infrastructure under its care. Hence a WSSA was appointed to assist with the O&M function of the rural schemes. The urban schemes are operated and maintained by KCDM internal staff.
- Inadequate capacity to manage the WSSA contract
- Lack of very important functions that Technical Services should be performing is also observed. A good example is the WC/WDM
- Blue & Green drop requirements not met due to the ageing infrastructure of the WTW & WWTW within the district

### ● **STRENGTHS**

- The municipality started intensifying on the drive to construct bulk cross boundary water schemes. Nevertheless, with the current level of funding, it will take many years to eradicate the backlogs
- Technical capacity available to execute the tasks (implementation)
- Senior manager Water use efficiency has been appointed to address the issue of water loss
- Most critical positions are being filled
- Improvement plan has been developed as is being implemented to deal with GD & BD non-compliance issues

### ● **OPPORTUNITIES**

- Grant funding received from the national government , i.e. RBIG, MIG & MWIG assists in ensuring that services are delivered and hence more job opportunities are created
- EPWP funding used to create more jobs and in turn uplift the economy of the district

## **C9.0 KEY CHALLENGES**

### **C9.1 KEY CHALLENGES FACED BY LOCAL MUNICIPALITIES WITHIN KING CETSHWAYO**

#### **C9.1.1 UMFOLOZI LM**

- Productive use of arable land
- Viable agribusiness development
- Establishment of facilities for value added agricultural products.
- Consistent support to co-operatives
- Harnessing opportunities presented by coastal location of Municipality
- Fostering eagerness of community to participate in community development projects
- Identifying opportunities linked to the Port of Richards Bay, the N2 and the Dube Tradeport.
- Ensuring services and supporting infrastructure to schools and clinics
- Identifying opportunities linked to timber and forestry
- Ensuring uMfolozi Municipality becomes involved with the roll-out and implementation of the KZN Growth Fund
- Identifying cultural opportunities in the municipal area and its hinterland.
- Consistent liaison with provincial development institutions such as Ithala, KZNTA, TIK etc.
- Creating employment opportunities linked to waste management.
- Ensuring tourism opportunities presented to the municipality are developed.
- Ensuring continued momentum in housing delivery processes.
- Implementing the recommendations of the adopted Women, Disabled, Youth and Aged Plan.
- Protecting the indigenous coastal forests.
- Successful establishment of Catchment Management Agencies (CMAs) in terms of the National Water Act.
- Implementation of the strategy document on small contractor development.
- Reducing poverty and underdevelopment
- Reducing high levels of illiteracy and lack of skills base by targeting appropriate organizations for support
- Improving coordination between service providers and/or development agencies.
- Timeous responding to communities vulnerable to disasters.
- Improving access to community facilities as well as information technology.
- Improving facilities for pensioners at pay-out points.
- Providing formal waste disposal in the Traditional Authority areas in particular.
- Implementing risk management as well as fraud/corruption prevention plans.
- Ensuring efficient and effective public participation around planning and development processes.
- Effective implementing of the HR and IR Policies
- Effective implementation of the municipal PMS.

- Ensuring effective operations of the Ward Committees.
- Access to Water and Sanitation, Management & maintenance.
- Water Infrastructure (Capital)
- Access to electricity, management and maintenance.
- Refuse Removal and solid waste disposal
- Formalization of informal settlements
- Public / Community Participation Strategy
- Functionally of Ward Committees
- Section 57 with signed Performance Agreements
- Administration (Workplace Skills Plan (WSP) & Annual Training Report (ATR
- Revenue Enhancement Strategy

#### **C9.1.2 UMHLATHUZE LM**

- Sustainable Financial Management and Cash Flow Management
- Low Levels of Skills Development and Literacy
- Limited access to basic household and Community Services
- High rates of unemployment and low economic growth
- High levels of poverty
- Welfare dependency on grants
- Limited access to basic household and Community Services
- Unsustainable developmental practices
- Ensuring adequate energy and water supply
- High levels of crime and risk
- Increased incidents of HIV/AIDS and communicable diseases
- Infrastructure degradation
- Climate change
- Access to Water and Sanitation, Management & maintenance.
- Water Infrastructure (Capital)
- Access to electricity, management and maintenance.
- Refuse Removal and solid waste disposal
- Formalization of informal settlements
- Public / Community Participation Strategy
- Functionally of Ward Committees
- Section 57 with signed Performance Agreements
- Administration (Workplace Skills Plan (WSP) & Annual Training Report (ATR
- Revenue Enhancement Strategy

#### **C9.1.3 UMLALAZI LM**

- To build on the good twinning relationship between the Geel local authority in Belgium and the uMlalazi Municipality.
- To transfer all community facilities to the Municipality.
- To facilitate the use of suitable community halls for multi-purpose uses.
- To ensure that the current 8 rural housing projects and 4 urban projects are completed successfully.

- To investigate how cell phones can be used as a communication tool to further improve communication between communities and the Municipality.
- To focus on rural tourism development in which the Municipal Areas biodiversity, cultural heritage, opportunities offered along the Tugela River, cross-border tourism opportunities and the tourism development opportunities offered by the Goedertrouw / Phobane Dam, are exploited in a sustainable manner.
- To focus on agricultural development in which, amongst others, the establishment of co-operatives and agri industries are investigated.
- To find innovative ways in which inclusive LED can be realised.
- To ensure that officials and councillors are fully capacitated to deliver effectively and efficiently on the Municipality's development mandate in a sustainable manner.
- To ensure continued improvement in inter-departmental and external communication (including IGR) in planning and development processes and delivery.
- To ensure proper spatial planning (and the roll-out of wall-to-wall rural planning schemes) in order that informed decisions can be taken with regards to development / investment through which the provision of community facilities, infrastructure and services, community development, economic development and human settlement, can happen in a sustainable manner.
- The addressing of all backlogs in respect of water and sanitation provision, electricity provision and solid waste removal taking due cognizance of the need to focus development and investment in areas where there is economic growth or the potential for economic growth.
- To ensure that in areas where there are no economic potential, investment will be focused on the provision of basic water and sanitation at RDP standards, with a greater focus on human capital investment through education and training. This will provide people residing in such areas with a greater range of skills and education in order to provide them with the means to seek opportunities elsewhere.
- To promote industrial development at Eshowe and Gingindlovu.
- To eradicate alien vegetation whilst at the same time creating temporary jobs in doing so.
- To reduce unemployment by 5% by 2014 through the participation in Extended Public Work Programmes and the War against Poverty initiative.
- To facilitate the provision and maintenance of essential rural access roads.
- To embrace all government and other programmes that is aimed at providing both temporary and permanent employment.

#### **C9.1.4 MTHONJANENI LM**

- Protecting municipal buildings.
- The percentage of people without access to electricity is still high.
- Inadequate infrastructure
- Providing infrastructure to settlements that are on steep and wet areas
- Attracting of experienced staff.
- Lack of internal departmental communication.
- Lack of staff
- Dependency on equitable share.

- Debts collection
- Poor attendance in IDP road shows.
- Enforcing of municipal bylaws.
- IGR not functioning as it is supposed to.
- Lack of cooperation from sector departments.
- Corruption
- Dependency on Agricultural
- High level of poverty and unemployment.
- Unavailability of budget to prepare land use scheme
- Access to Water and Sanitation, Management & maintenance.
- Water Infrastructure (Capital)
- Access to electricity, management and maintenance.
- Refuse Removal and solid waste disposal
- Formalization of informal settlements
- Public / Community Participation Strategy
- Functionally of Ward Committees
- Section 56 with signed Performance Agreements
- Administration (Workplace Skills Plan (WSP) & Annual Training Report (ATR)
- Revenue Enhancement Strategy

#### **C9.1.5 NKANDLA LM**

- Grant dependency
- Poor rate of revenue collection
- High unemployment rate
- Weaknesses in systems documentation
- Poor spatial planning of the primary node
- Lack of enforcement of town planning by-laws and building regulations
- Aging & poor infra-structure
- Land ownership is not registered appropriately
- High distribution losses
- Poor management of town open spaces
- Poor enforcement of municipal by-laws
- Potential sources of revenue that have not been explored
- Land within the municipal jurisdiction is highly arable
- Potential revenue on electrical services
- Good relations with Amakhosi who are custodians of a large portion of land
- High staff turnover
- High back-logs in basic services
- Municipal land ownership is minimal (2% of 1828km)
- Dispersed settlement patterns make it expensive to deliver services
- Ambiguous classification of certain settlements entails
- Potential investors may be deterred by poor implementation of spatial planning regulations
- Households that are mostly indigent

- Negative media coverage of Nkandla, may deter government investments
- Poor political oversight over municipal by-laws
- Low morale of staff
- Lack of transfer of skills by consultants

## **C9.2 KEY CHALLENGES FACED BY KING CETSHWAYO**

- Ensuring filling of critical vacant posts
- Implementing of Recruitment and Retention Policies
- Implementing Workplace Skills Plan
- Maintaining of EDMS system thereby ensuring accurate record keeping
- Ensuring Water & Sanitation tariffs are cost reflective
- Ensuring that drinking water and waste water management meets the required quality standards at all times
- Ensuring effective monitoring of water balance in rural areas
- Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district
- Improving rural road network to ensure improve linkages between settlements, rural nodes and municipal centres
- Supporting meaningful Local Economic Development (LED) initiatives that foster micro and small business opportunities and job creation
- Supporting the LED sub-forums to maintain critical functioning
- Diversifying the district's economy.
- Supporting of tourism initiatives
- Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance
- Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme
- Ensuring that the capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services
- Ensuring continued compliance with legal financial requirements
- Ensuring indigent policy remains updated and relevant
- Maintaining functionality of Council structures
- Ensuring alignment and coordination between DM and LM's
- Implementing of PMS
- Ensuring continued support of climate change effects
- Ensuring effective support to Spatial Planning and Development
- Ensuring compliance with SPLUMA and PDA
- Ensuring disaster management forums remain functional
- Protecting the poor
- Ensuring Water & Sanitation tariffs are cost reflective
- Ensuring that drinking water and waste water management meets the required quality standards at all times;
- Protecting the poor;



- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme.
- Ensuring that the capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services.
- Maintaining functionality of Council structures
- Maintaining of EDMS system thereby ensuring accurate record keeping.
- Effective support to the LED sub-forums to continue functioning.
- Ensuring continued compliance with legal financial requirements.
- Diversifying the district's economy.
- Effective support of tourism initiatives.
- Improving rural road network to ensure improve linkages between settlements, rural nodes and municipal centres
- Ensuring indigent policy remains updated and relevant.
- Ensuring effective monitoring of water balance in rural areas.
- Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district.
- Ensuring disaster management forums remain functional
- Ensuring alignment and coordination between DM and LM's

## SECTION D:

# VISION, MISSION AND CORE VALUES, GOALS AND OBJECTIVES

### D1.0 VISION

The vision for King Cetshwayo was developed within the context of the international, national and provincial environment. The vision, mission and core values are as follows:

**By 2035 King Cetshwayo District Municipality will be a cohesive; economically viable district, with sustainable strategic infrastructure; supporting job creation through radical economic transformation rural development and promotion of our heritage.**

### D2.0 MISSION

King Cetshwayo dm will serve its communities to create a prosperous district through :

- Provision of sustainable; quality water and sanitation services
- Developing the economy through radical economic transformation and job creation
- Promoting rural development; agrarian reform and food security
- Co-ordinating planning , spatial equity and environmental sustainability
- Promoting heritage, community participation , nation building and good governance

### D3.0 CORE VALUES

- Integrity
- Transparency
- Commitment
- Co-operation
- Innovation
- Accountability

### D4.0 GOALS & OBJECTIVES

The Budget Implementation Plan per department details the goals and objectives aligned to the District Growth and Development Plan.

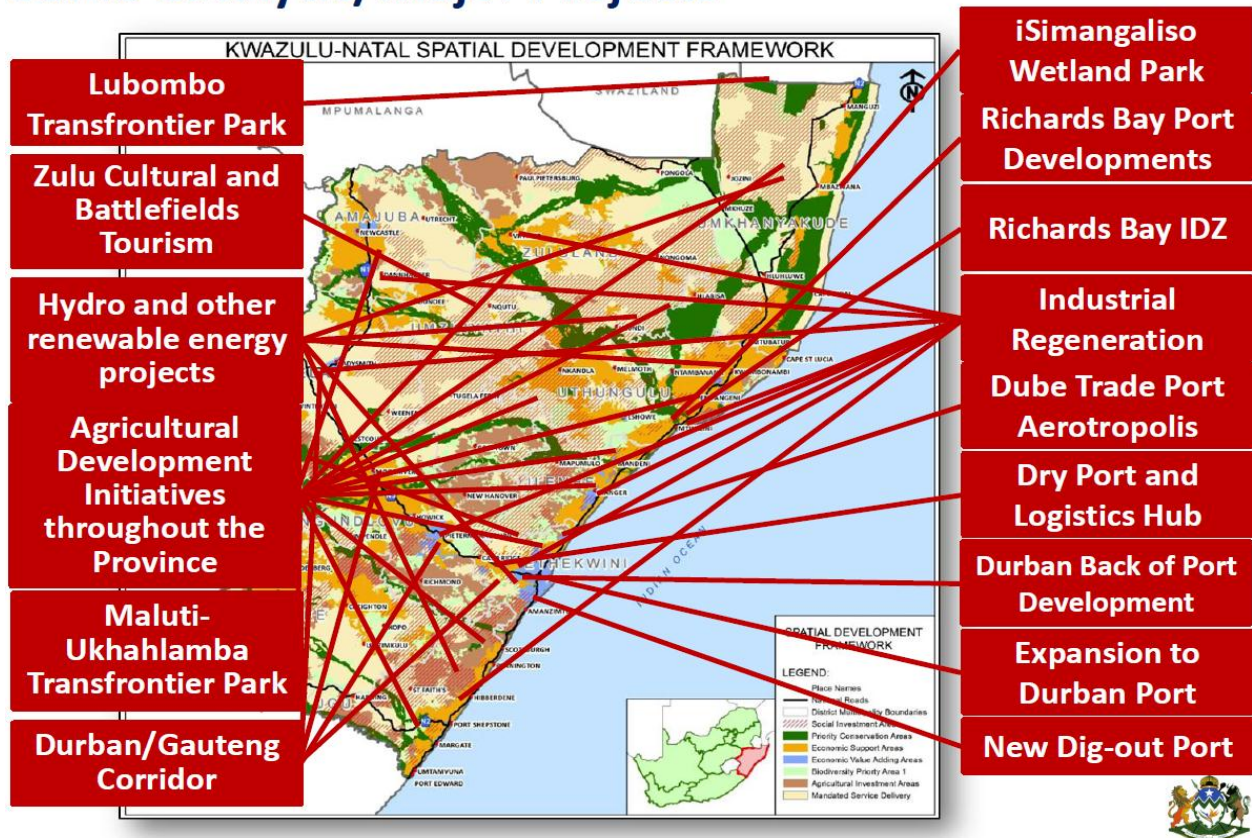
# SECTION E

## STRATEGIC MAPPING

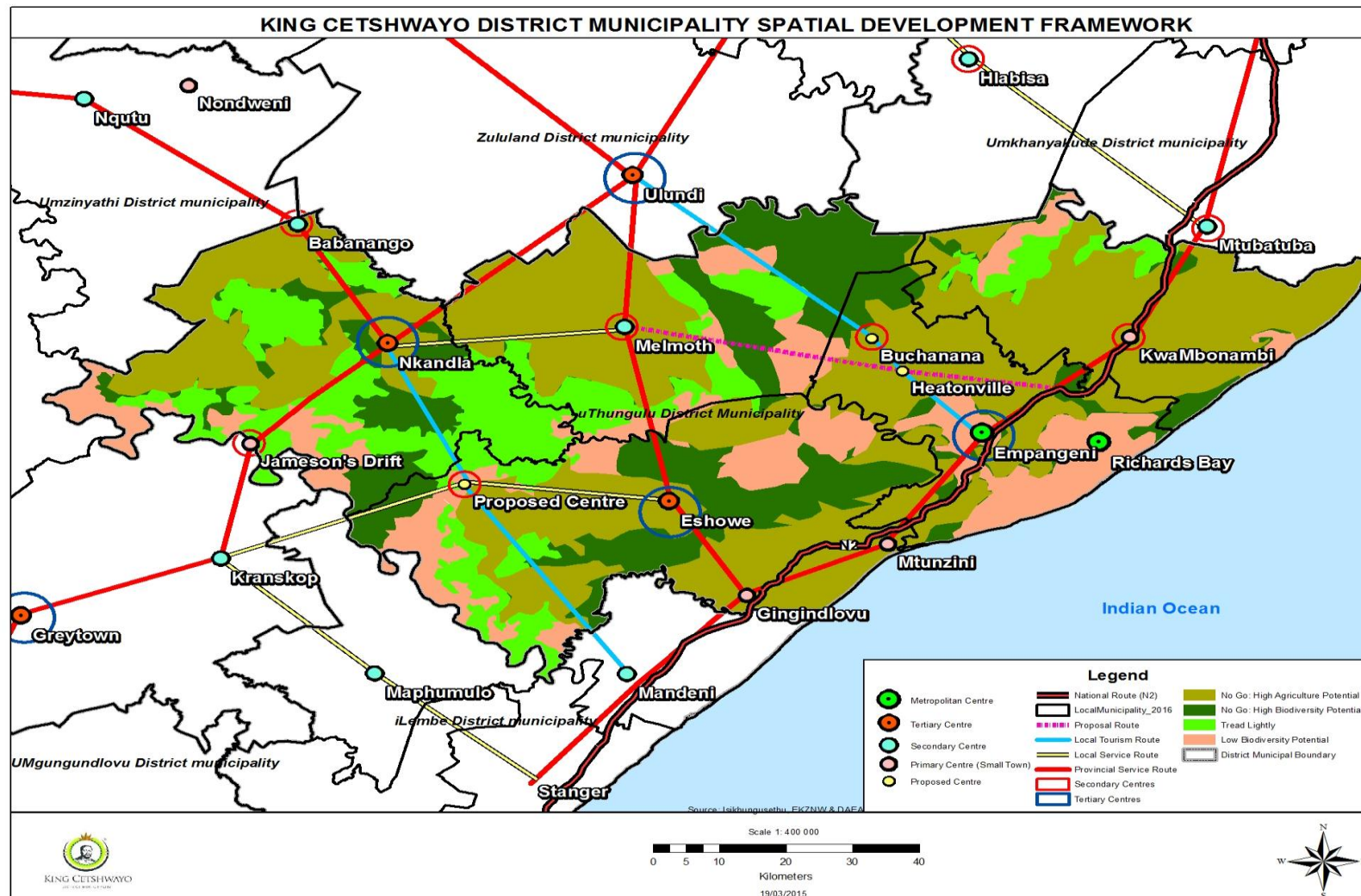
### E1.0 STRATEGIC MAPPING

Map 53: Catalytic Projects

### Some Catalytic/Major Projects

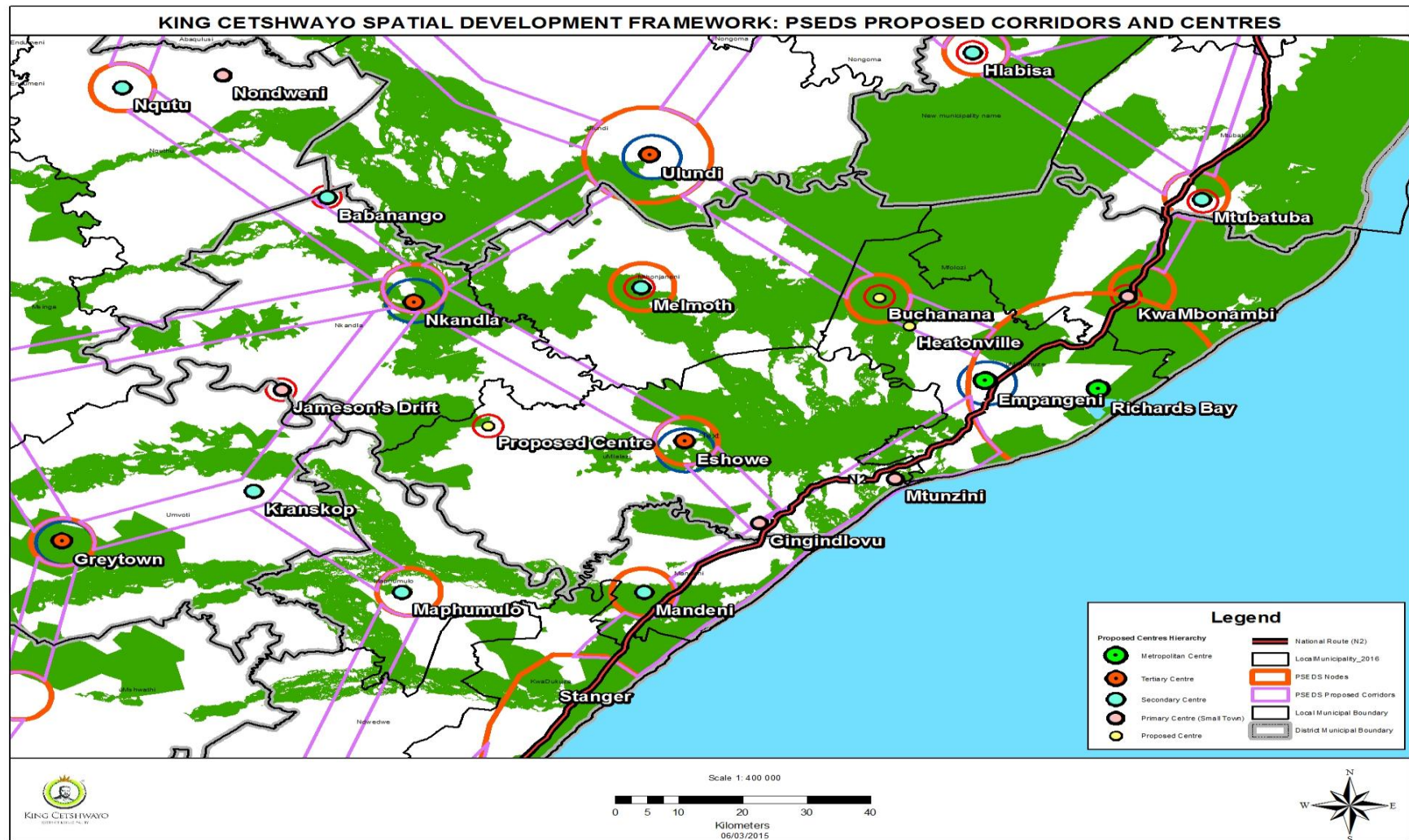


Map 54: King Cetshwayo SDF

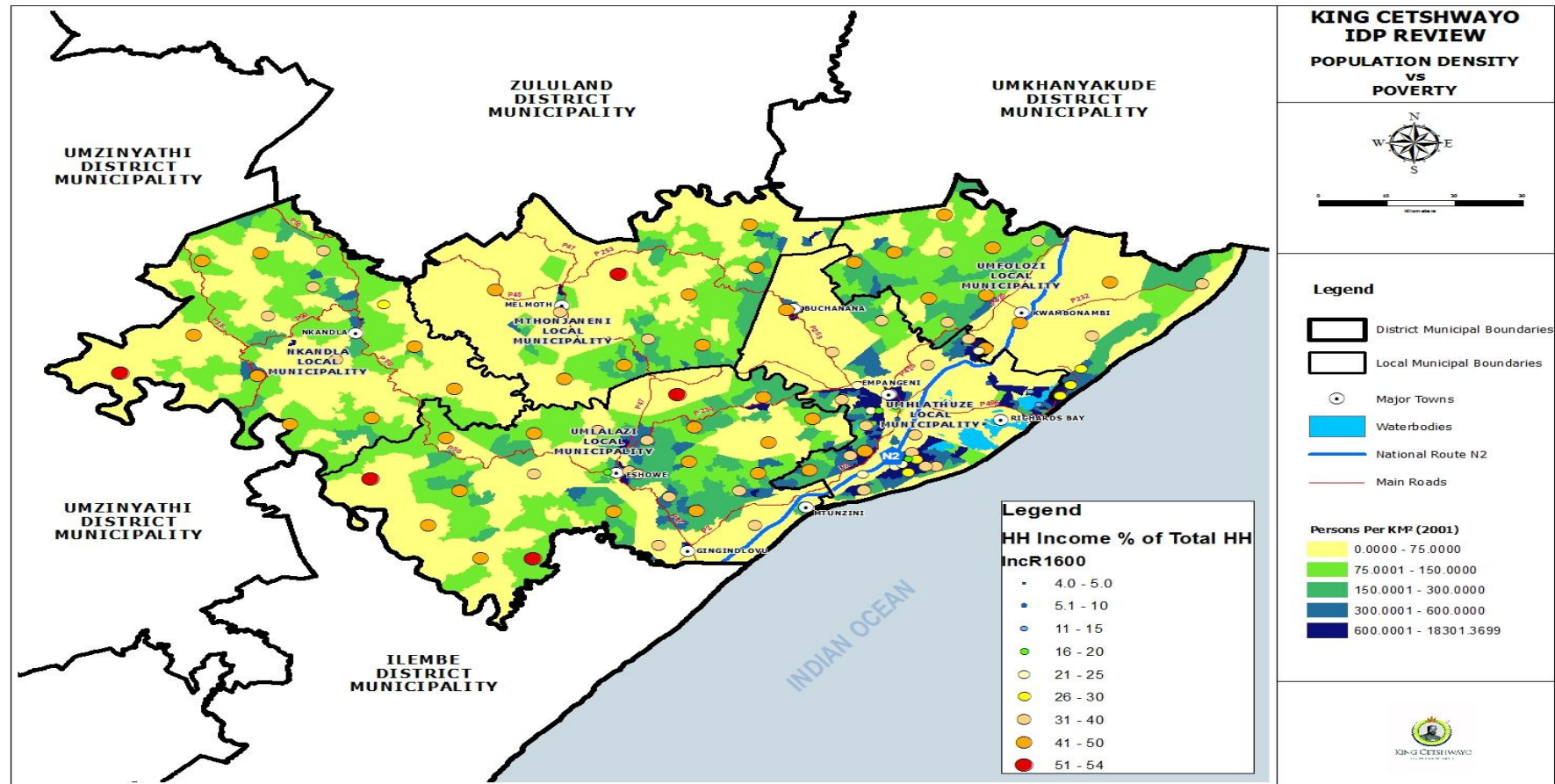




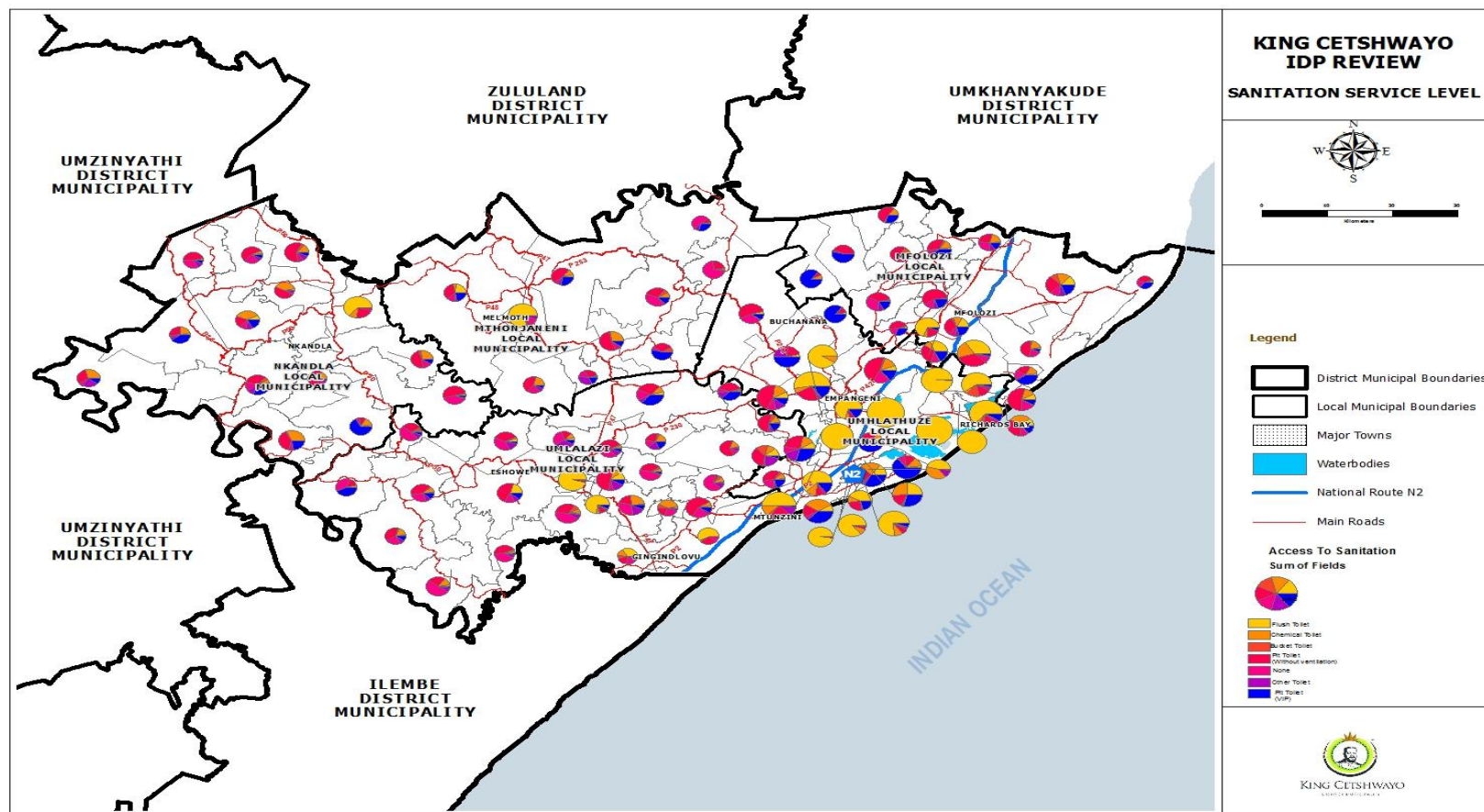
Map 55: KCDM PROPOSED CORRIDORS AND CENTRES



Map 56: Population VS Poverty

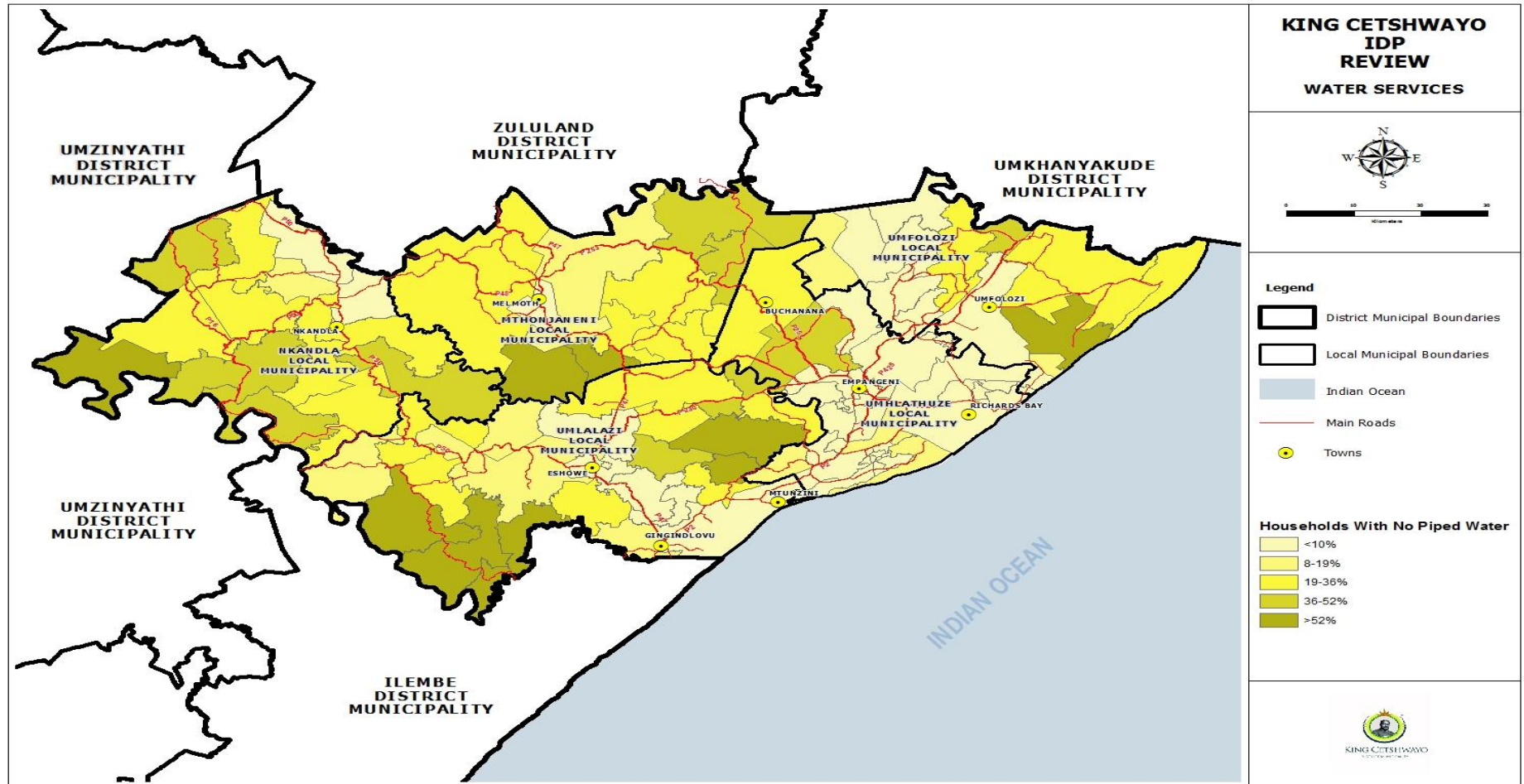


Map 57: King Cetshwayo Sanitation Infrastructure



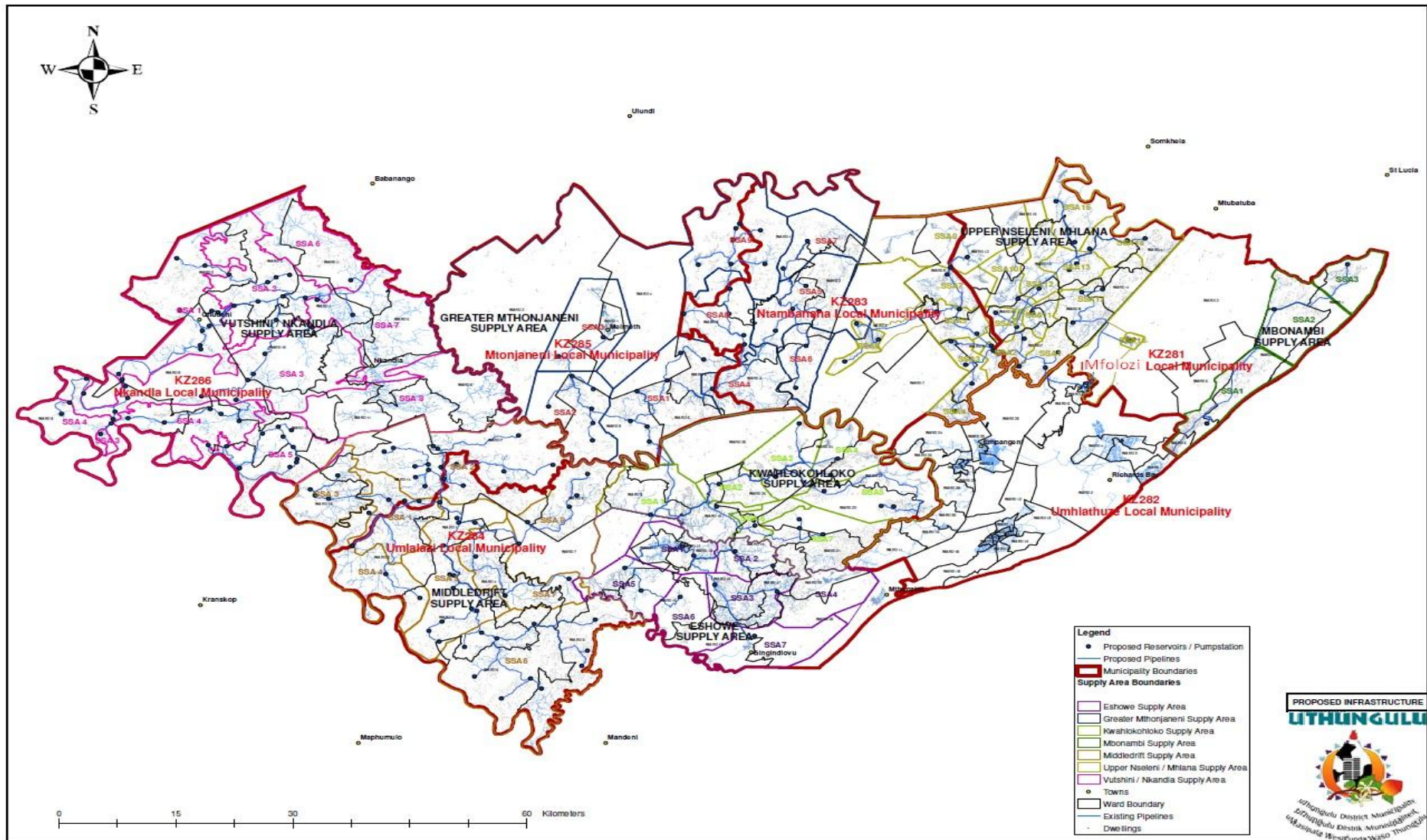


Map 58: Water Services – No Piped Water





Map 59: King Cetshwayo Water Existing and Proposed Infrastructure



# SECTION F:

## FINANCIAL PLAN

### F1.0 MUNICIPAL FINANCIAL PLANNING

#### ● ALIGNMENT OF BUDGET & IDP

A new municipal Integrated Development Plan (IDP) has been prepared as required by the Municipal Systems Act and the MFMA, to coincide with the term of the newly elected council. The complete process of IDP preparation was followed, and the content of the previous IDP was taken into account.

The budget process is integrated with the review of the IDP through the IDP review mechanism. The outcome of consultation feeding into the IDP review is taken into account in the budget process.

The budget was prepared using the following IDP inputs:

- Situational Analysis
- The outputs of the consultations with the various stake holders.
- Priority Development Issues
- Strategic approach

#### ● LEGISLATIVE REQUIREMENTS

The Municipal Finance Management Act, 2003 (Act No.56 of 2003) became effective on 1 July 2004. Elements of the act have been phased in according to capacity of each municipality – high, medium and low. As a high capacity municipality, King Cetshwayo was required to comply with the earliest implementation dates, the majority of which are now effective.

Some of the key budget reforms encapsulated within the MFMA, that King Cetshwayo has applied, are:

- Forward looking, multi-year budgets with strategic focus;
- Clear links between budget allocations and agreed policies;
- Improved integration of budget and planning processes;
- New budget process timetable with earlier adoption of budgets by Council and earlier audits of Annual Financial Statements;
- Improved in-year reporting according to vote/ function;
- Improved financial management information;
- Service Delivery and Budget Implementation Plans (SDBIP) developed and approved with budgets;
- New accounting norms and standards;
- Improvements to procurement and Supply Chain Management (SCM) policies and processes;
- Establishment of a new audit committee and oversight process reforms; and
- Focus on performance measurement.

In accordance with Municipal Finance Management Act (MFMA), No.56 of 2003 section 16 (2) the Mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

In accordance with MFMA Circular No. 41 which states that “Municipalities are expected to table credible and sustainable budgets. The multi-year budgets should be outputs/outcomes focused and consistent with the form required in terms of the MFMA and supported by the budget and revenue related policies. In this regard, we emphasize the need to ensure that revenue projections are realistic and achievable, allocations from other sources are consistent with the Division of Revenue Act (DORA), provincial and district budgets, tariffs and rates are raised taking into account affordability levels of the community, the backlogs in infrastructure are being addressed, whilst maintaining a balance between new and rehabilitation of assets, sufficient provision is made for maintenance of existing assets, provision for working capital, administrative overheads are minimized and overdrafts are managed downwards over the next financial year.”

As a result of the above recommendation and in compliance with the MFMA and Municipal Systems Act the budget/IDP process occurred according to the budget timetable approved by Council and was monitored by the Budget/IDP Project team. The team further ensured compliance with the MFMA and subsequent circulars in the preparation and approval of the multi-year budget/IDP and SDBIP.

According to the budget/IDP timetable, initial alignment meetings have already occurred with major stakeholders, such as provincial and national government departments, and meetings with suppliers, EXCO, MANCO and Council, and road shows to the communities in October 2009. The other important pieces of legislation when considering the budget processes are:

- The Division of Revenue Act 2012; and
- The Municipal Systems Act (Act No.32 of 2000), together with the Municipal Systems Amendment Act (Act No. 44 of 2003).

#### ● **DIVISION OF REVENUE ACT 2012**

This Bill issued in February annually, provides the three year allocations from national government to local government. It sets out all the reporting requirements and conditions relating to the grants. Alongside this Provincial Departments allocate funding to local government by means of a provincial gazette.

These allocations are used when preparing the three year budget in order to comply with section 18 of the MFMA (relating to reasonably anticipated revenues to be collected). Additional allocations – both nationally and provincially – are sometimes made to municipalities. However, these are not included in the original budget as the allocations are not certain. When confirmed they will be included in an adjustments budget in accordance with section 28 of the MFMA.

#### ● **THE MUNICIPAL SYSTEMS ACT (ACT NO.32 OF 2000) AND THE MUNICIPAL SYSTEMS AMENDMENT ACT (ACT NO. 44 OF 2003)**

These Acts form the basis of the links between the budget and the Integrated Development Plan (IDP). In particular, the aspects that have been considered in preparing the budget are:

- Community participation (Chapters 4 & 5);
- Performance management (Chapter 6), providing also the basis for measurable performance objectives in the Service Delivery and Budget Implementation Plan (SDBIP); and
- Tariff policy (Chapter 8).

### F3.0 BUDGET SUMMARY

The following table summarises the overall 2017/18 to 2019/2- multi-year budget:

**Table 88: Summary 2017/18 to 2019/20 Multi-Year Budget**

2017/2018 Multi Year Budget Summary							
	2017/2018 Budget	2017/2018 Draft Budget	Change Amount	Change %	2018/2019 Budget	2019/2020 Budget	Total for MTREF
<b>Revenue by Source</b>							
- Grants & subsidies	472,887,000	359,553,000	113,334,000	-23.97%	365,856,000	382,488,000	1,107,897,000
- Equitable Share	216,688,000	211,987,000	4,701,000	-2.17%	228,425,000	245,881,000	686,293,000
- Levy Replacement Grant	247,769,000	241,743,000	6,026,000	-2.43%	249,115,000	271,083,000	761,941,000
<b>Total Government Grant &amp; Subsidies</b>	<b>937,344,000</b>	<b>813,283,000</b>	<b>124,061,000</b>	<b>-13.24%</b>	<b>843,396,000</b>	<b>899,452,000</b>	<b>2,556,131,000</b>
- Sundry Income	874,231	7,367,300	6,493,069	742.72%	923,684	976,105	9,267,089
- Interest Income	38,143,623	38,143,623	-	0.00%	44,617,974	47,295,052	130,056,649
<b>Total Other Income</b>	<b>39,017,853</b>	<b>45,510,922</b>	<b>6,493,069</b>	<b>16.64%</b>	<b>45,541,658</b>	<b>48,271,158</b>	<b>139,323,738</b>
Trading Services	88,518,395	85,623,593	2,894,801	-3.27%	92,086,273	99,069,241	276,779,108
Borrowings - New Loan - Landfill Site	45,000,000	-	45,000,000	0.00%	46,389,747	-	46,389,747
Acc DPN Reserve - Capex Funding	-	17,859,428	17,859,428	0.00%	20,971,656	17,256,690	56,087,774
Surplus Brought Forward (2016/2017) - VAT on Grants	26,480,548	36,480,548	10,000,000	0.00%	40,570,880	35,628,811	112,680,239
<b>Total Revenue</b>				<b>-12.11%</b>			

	1,136,360,796	998,757,491	(137,603,304)		1,088,956,214	1,099,677,900	3,187,391,605
<b>Expenditure</b>							
Non-trading services	208,394,542	219,914,923	11,520,381	5.53%	230,578,967	243,535,823	694,029,713
Trading Services	376,453,544	398,421,886	21,968,342	5.84%	423,190,415	449,749,242	1,271,361,543
Operational IDP	109,325,296	122,708,924	13,383,628	12.24%	137,823,067	139,564,147	400,096,137
Capital IDP & Internal Fixed Assets	506,445,158	335,301,835	- 171,143,323	-33.79%	379,609,247	354,008,900	1,068,919,982
<b>Total Expenditure</b>	<b>1,200,618,541</b>	<b>1,076,347,569</b>	<b>- 124,270,972</b>	<b>-10.35%</b>	<b>1,171,201,696</b>	<b>1,186,858,111</b>	<b>3,434,407,376</b>
LESS : DEPRECIATION NOT CASH BACKED	64,257,745	77,590,077	13,332,333	20.75%	82,245,482	87,180,211	247,015,770
<b>TOTAL EXPENDITURE EXCL. DEPN</b>	<b>1,136,360,796</b>	<b>998,757,491</b>	<b>- 137,603,305</b>	<b>-12.11%</b>	<b>1,088,956,214</b>	<b>1,099,677,900</b>	<b>3,187,391,606</b>
BUDGET SHORTFALL	-	-	-	-	-	-	-

## F4.0 2017/2018 BUDGET

### F4.1 CAPITAL BUDGET

The cash flow of the capital budget has also been estimated by each department and will act as one of the benchmarks for assessing performance on projects. Currently capital projects are funded from operating revenue and from the government. The grant-funded projects in the form of MIG are also reported to the Department of Co-operative Governance and Traditional Affairs (COGTA) and performance is measured against the cash flows set per project and approved by the department.

**Table 89: Capital Budget**

	2017/2018	2017/2018	Change	Change	2018/2019	2019/2020
	<i>MTREF</i>	<i>Draft Budget</i>	<i>Amount</i>	<i>%</i>	<i>Budget</i>	<i>Budget</i>
	<i>R</i>	<i>R</i>	<i>R</i>		<i>R</i>	<i>R</i>
Administrative Services	-	100,000	100,000	#DIV/0!	-	-
Board & General	100,000	100,000	-	100%	100,000	100,000
Legal Services		250,000	250,000	100%	-	-
<b>Executive &amp; Council</b>	<b>100,000</b>	<b>450,000</b>	<b>100,000</b>	<b>100%</b>	<b>100,000</b>	<b>100,000</b>
Property Services	500,000	-	(500,000)	-100%		
Management Ser.IT	1,875,458	2,573,735	698,277	37%	800,000	920,000
Management Ser.HR	-	100,000	100,000	#DIV/0!	-	-
Executive - Financial	-	1,000,000	1,000,000	#DIV/0!	-	-
SCM	-	50,000	50,000	100%	-	-
Budget & Insurance	1,500,000	6,600,000	5,100,000	100	500,000	500,000
Asset Care Centre	400,000	400,000	-	0%	450,000	450,000
<b>Finance &amp; Admin</b>	<b>4,275,458</b>	<b>10,723,735</b>	<b>6,448,277</b>	<b>151%</b>	<b>1,750,000</b>	<b>1,870,000</b>
Air Quality	350,000	350,000	-	0%	300,000	300,000
<b>Air Quality</b>	<b>350,000</b>	<b>350,000</b>	<b>-</b>	<b>0%</b>	<b>300,000</b>	<b>300,000</b>
Disaster Management	-	450,000	450,000	#DIV/0!	-	-
<b>Public Safety</b>	<b>-</b>	<b>450,000</b>	<b>450,000</b>	<b>#DIV/0!</b>	<b>-</b>	<b>-</b>
Economic Development	50,000	50,000	-	100%	50,000	50,000
Statutory Planning & Development	50,000	50,000	-	100%	50,000	50,000
<b>Planning &amp;</b>				<b>100%</b>		<b>100,000</b>

<b>Development</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>		<b>100,000</b>	
Solid Waste	45,000,000	3,550,000	(41,450,000)	-92%	46,389,747	-
<b>Waste Management</b>	<b>45,000,000</b>	<b>3,550,000</b>	<b>(41,450,000)</b>	<b>-92%</b>	<b>46,389,747</b>	<b>-</b>
Waste Water Management	50,000	50,000	-	0%	-	-
<b>Waste Water Management</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>-</b>
Executive Division - Technical	-	70,000	70,000	#DIV/0!	-	-
Municipal Infrastructure Implementation	452,169,700	314,658,100	(137,511,600)	-30%	327,919,500	348,588,900
Water Services Authority	1,050,000	1,050,000	-	0%	1,050,000	1,050,000
Water Services Provider	3,350,000	2,650,000	(700,000)	-21%	2,000,000	2,000,000
Water Use Efficiency	-	1,200,000	1,200,000	100%	-	-
<b>Water Distribution</b>	<b>456,569,700</b>	<b>319,628,100</b>	<b>(138,211,600)</b>	<b>-30%</b>	<b>330,969,500</b>	<b>351,638,900</b>
<b>TOTAL</b>	<b>506,445,158</b>	<b>335,301,835</b>	<b>(172,663,323)</b>	<b>-34%</b>	<b>379,609,247</b>	<b>354,008,900</b>

## F4.2 OPERATIONAL BUDGET

The operational budget of the municipality has been aligned with that of the National Treasury format or structure of votes and complements the operational structure within the municipality. Each senior manager will have the responsibility to monitor performance, spending and revenue patterns against those estimated by them at the start of the year.

**Table 90: Operational Budget**

2017/18 OPERATIONAL EXPENDITURE	Budget Year Final '2017/18	Budget Year '2018/19	Budget Year '2019/20
<b>Departments</b>			
<b>EXECUTIVE &amp; COUNCIL</b>	<b>56,863,240</b>	<b>63,209,566</b>	<b>66,881,100</b>
<u>BOARD &amp; GENERAL EXPENSES</u>	19,748,825	21,226,337	22,459,921
<u>EXECUTIVE DIVISION - CORPORATE SERVICES</u>	9,819,196	3,704,596	3,919,463
<u>ADMINISTRATIVE SERVICES DIVISION</u>	13,770,553	15,560,340	16,465,417
<u>DEPARTMENT OF THE MUNICIPAL MANAGER</u>	11,310,805	12,359,129	13,076,303
<u>PERFORMANCE MANAGEMENT UNIT</u>	2,213,860	3,571,822	3,778,987
<u>LEGAL SERVICES UNIT</u>	-	4,711,672	4,984,949
<u>PUBLIC PARTICIPATION UNIT</u>	-	2,075,671	2,196,060
<b>ECONOMIC DEVELOPMENT, PLANNING &amp; RURAL</b>	<b>17,550,218</b>	<b>17,855,860</b>	<b>18,718,951</b>



<b>DEVELOPMENT</b>			
<u>ECONOMIC DEVELOPMENT</u>	10,286,302	10,438,647	10,871,540
<u>PLANNING SHARED SERVICES</u>	509,041	469,189	496,401
<u>DEVELOPMENT PLANNING &amp; ENVIRONMENT</u>	4,036,952	4,079,781	4,316,408
<u>EXECUTIVE DIVISION - PLANNING &amp; DEVELOPMENT</u>	2,717,922	2,868,243	3,034,602
<b>COMMUNITY &amp; SOCIAL SERVICES</b>	<b>14,900,697</b>	<b>15,262,821</b>	<b>16,149,467</b>
<u>COMMUNITY SERVICES DIVISION</u>	9,660,060	8,860,403	9,374,591
<u>TECHNICAL FACILITY SERVICES - CEMETERY</u>	2,896,731	3,849,382	4,073,765
<u>EXECUTIVE DIVISION - COMMUNITY SERVICES</u>	2,343,906	2,553,035	2,701,111
<b>PUBLIC SAFETY</b>	<b>6,664,792</b>	<b>6,538,035</b>	<b>6,917,590</b>
<u>DISASTER MANAGEMENT</u>	6,664,792	6,538,035	6,917,590
<b>ENVIRONMENTAL HEALTH SERVICES</b>	<b>22,212,485</b>	<b>22,559,509</b>	<b>23,867,960</b>
<u>MUNICIPAL HEALTH SERVICES</u>	22,212,485	20,203,769	21,375,588
<u>AIR QUALITY</u>	-	2,355,739	2,492,372
<b>FINANCE &amp; ADMINISTRATION</b>	<b>90,203,111</b>	<b>105,153,176</b>	<b>111,000,754</b>
<u>MANAGEMENT SERVICES / HR</u>	14,293,891	15,395,118	16,288,035
<u>INFORMATION &amp; COMMUNICATIONS TECHNOLOGY</u>	10,704,342	13,676,149	14,472,472
<u>AUXILLARY SERVICES / UTHUNGULU HOUSE</u>	13,171,432	12,449,824	12,743,517
<u>PROPERTY SERVICES - SATELITE OFFICES</u>	3,988,561	3,896,782	4,123,168
<u>EXECUTIVE DIVISION - FINANCIAL</u>	11,364,832	11,420,202	12,085,335
<u>EXPENDITURE</u>	6,350,295	6,747,614	7,139,173
<u>SUPPLY CHAIN MANAGEMENT</u>	10,082,401	11,880,016	12,570,010
<u>BUDGETS &amp; REPORTING</u>	4,831,924	5,439,555	5,755,049
<u>FINANCE INTERNS</u>	1,250,000	1,000,000	1,260,000
<u>MANAGEMENT ACCOUNTS &amp; REPORTING</u>	2,087,384	2,176,415	2,302,648
<u>ASSET CARE CENTRE</u>	12,078,050	21,071,500	22,261,347
<b>INFRASTRUCTURE SERVICES</b>	<b>328,524,927</b>	<b>376,844,761</b>	<b>398,659,258</b>
<u>EXECUTIVE DIVISION - TECHNICAL</u>	5,411,742	5,712,335	6,049,486
<u>MUNICIPAL INFRASTRUCTURE: OPS &amp; MAINTENANCE</u>	5,877,915	5,590,306	5,914,544
<u>MUNICIPAL INFRASTRUCTURE &amp; IMPLEMENTATION</u>	3,771,411	5,082,259	5,377,030
<u>EPWP UNIT</u>	2,927,106	6,122,555	6,477,664
<u>AUXILLARY INFRASTRUCTURE SERVICES</u>	-	2,348,000	2,484,184
<u>PROJECT MANAGEMENT UNIT - MIG</u>	8,848,300	9,220,500	9,773,100
<u>WATER SERVICES AUTHORITY DIVISION</u>	13,247,608	18,435,538	19,504,799
<u>WATER SERVICES PROVIDER DIVISION - SSA</u>	234,238,531	253,955,827	268,604,179
<u>CONSUMER BILLING &amp; CREDIT CONTROL</u>	17,204,865	17,326,583	18,331,900
<u>OPERATIONS &amp;</u>	5,662,988	6,506,868	6,885,741

<u>MAINTENANCE - WESTERN REGION (KZ285 &amp; KZ286)</u>			
<u>OPERATIONS &amp; MAINTENANCE - SOUTHERN REGION (KZ284)</u>	19,081,277	23,447,143	24,820,167
<u>OPERATIONS &amp; MAINTENANCE - EASTERN REGION (KZ281 &amp; KZ283)</u>	4,500,436	4,489,278	4,749,656
<u>WATER USE EFFICIENCY</u>	3,874,974	6,214,399	6,574,834
<u>PROCESS MANAGEMENT</u>	3,877,774	12,393,170	13,111,974
<b>WASTE MANAGEMENT</b>	<b>43,821,978</b>	<b>42,794,710</b>	<b>47,351,878</b>
<u>TECHNICAL FACILITY SERVICES - LANDFILL</u>	43,821,978	42,794,710	47,351,878
<b>WASTE WATER MANAGEMENT</b>	<b>4,106,638</b>	<b>3,550,944</b>	<b>3,738,106</b>
<u>SANITATION</u>	4,106,638	3,550,944	3,738,106
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>584,848,086</b>	<b>653,769,382</b>	<b>693,285,065</b>

### F4.3 WSIG PROJECTS

Table 91: WSIG Projects

PROJECT NAME	PROJECT DESCRIPTION	FUNDING SOURCE		2017/18	2018/19	2019/20
Bulk water Infrastructure Maintenance	Eshowe Sewer Upgrade	WSIG	MII	250,000	1,000,000	
Bulk water Infrastructure Maintenance	Melmoth Sewer Upgrade	WSIG	MII	250,000	1,000,000	
Bulk water Infrastructure Maintenance	Tanker Reduction Strategy (WSIG)	WSIG	MII	15,000,000	28,000,000	
Bulk water Infrastructure Maintenance	WC/WDM Strategy Implementation	WSIG	MII	35,000,000	38,000,000	
Bulk water Infrastructure Maintenance	KDS and Eshowe Water Supply	WSIG	MII	3,000,000	-	
Reticulation Water Supply	Gingindlovu Waste Water Treatment Plant	WSIG	MII	14,000,000	-	
Reticulation Water Supply	Nkandla Waste Water Treatment Plant	WSIG	MII	10,000,000	-	
Reticulation Water Supply	Nkandla Weir	WSIG	MII	5,000,000	-	
Reticulation	Smart Meter	WSIG	MII			

Water Supply	Installation			15,000,000	-	
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#### F4.4 MIG PROJECTS

**Table 92: MIG Allocation**

Reticulation Water Supply	Kwahloko SSA 1	MIG	MII	237,852	20,000,000	10,000,000
Reticulation Water Supply	Eshowe SSA 1	MIG	MII	250,000	15,500,000	32,000,000
Reticulation Water Supply	Greater Mthonjaneni SSA 2	MIG	MII	570,402	19,334,616	10,000,000
Reticulation Water Supply	Middledrift Phase 2	MIG	MII	2,703,100	15,000,000	10,000,000
Reticulation Water Supply	Middledrift SSA3	MIG	MII	250,000	3,714,272	23,676,038
Reticulation Water Supply	Vutshini Phase 1	MIG	MII	-	1,900,000	1,900,000
Reticulation Water Supply	Mbonambi Water Phase 2	MIG	MII	15,000,000	15,000,000	-
Reticulation Water Supply	Greater Mthonjaneni SSA 5	MIG	MII	24,000,000	1,000,000	-
Reticulation Water Supply	Mpungose Phase 1D-Reticulation	MIG	MII	500,000		
Reticulation Water Supply	Nkandla Vutshini S/A SSA5	MIG	MII	17,500,000	15,000,000	20,000,000
Reticulation Water Supply	KwaHloko SSA5	MIG	MII	33,957,148	20,012,862	16,012,862
Reticulation Water Supply	Mhlana SomOpho Phase 3C	MIG	MII	1,000,000	691,708	-
Reticulation Water Supply	Middledrift SSA 5	MIG	MII	250,000	10,000,000	37,000,000
Reticulation Water Supply	Mbonambi Water SSA 2	MIG	MII	50,000	500,000	2,000,000
Bulk water Infrastructure Maintenance	Eshowe Sewer Upgrade	MIG	MII	30,250,000	575,157	1,500,000
Bulk water Infrastructure Maintenance	Eshowe SSA3: Bulk Water & Reticulation	MIG	MII	105,929	7,713,833	-

Bulk water Infrastructure Maintenance	Greater Mthonjaneni SSA 8	MIG	MII	197,969	6,061,928	-
Bulk water Infrastructure Maintenance	Greater Mthonjaneni SSA 6	MIG	MII	175,700	2,509,967	-
Bulk water Infrastructure Maintenance	Melmoth Sewer Upgrade	MIG	MII	250,000	575,157	1,500,000

#### F4.5 RBIG PROJECTS

**Table 93: RBIG Projects**

Bulk Water Supply	Kwahloko SSA 1	RBIG	MII	24,866,258	46,500,000	52,090,000
Bulk Water Supply	Greater Mthonjaneni SSA 2	RBIG	MII	-	25,330,000	14,910,000
Bulk Water Supply	Eshowe SSA 1	RBIG	MII	11,543,742	33,000,000	23,000,000
Bulk Water Supply	Middledrift SSA5	RBIG	MII	20,000,000	-	-
Bulk Water Supply	Greater Mthonjaneni SSA5	RBIG	MII	10,000,000	-	-

# SECTION G:

## BUDGET IMPLEMENTATION PLAN

### AND

### PERFORMANCE

#### G1.0 BUDGET IMPLEMENTATION PLAN

Annexure 5 contains the Budget Implementation Plan showing a summary of the total revenue and expenditure per project, as well as a detailed indication of the projects (operational or capital), the funding sources for 2017/18.

A summary of the budget is indicated in the table below:

**Table 94: Budget Summary**

2017/2018 Multi Year Budget Summary							
	2017/2018 Budget	2017/2018 Draft Budget	Change Amount	Change %	2018/2019 Budget	2019/2020 Budget	Total for MTREF
<b>Revenue by Source</b>							
- Grants & subsidies	472,887,000	359,553,000	113,334,000	-23.97%	365,856,000	382,488,000	1,107,897,000
- Equitable Share	216,688,000	211,987,000	4,701,000	-2.17%	228,425,000	245,881,000	686,293,000
- Levy Replacement Grant	247,769,000	241,743,000	6,026,000	-2.43%	249,115,000	271,083,000	761,941,000
<b>Total Government Grant &amp; Subsidies</b>	<b>937,344,000</b>	<b>813,283,000</b>	<b>124,061,000</b>	<b>-13.24%</b>	<b>843,396,000</b>	<b>899,452,000</b>	<b>2,556,131,000</b>
- Sundry Income	874,231	7,367,300	6,493,069	742.72%	923,684	976,105	9,267,089
- Interest Income	38,143,623	38,143,623	-	0.00%	44,617,974	47,295,052	130,056,649
<b>Total Other Income</b>	<b>39,017,853</b>	<b>45,510,922</b>	<b>6,493,069</b>	<b>16.64%</b>	<b>45,541,658</b>	<b>48,271,158</b>	<b>139,323,738</b>
Trading Services	88,518,395	85,623,593	2,894,801	-3.27%	92,086,273	99,069,241	276,779,108
Borrowings - New Loan - Landfill Site	45,000,000	-	45,000,000	0.00%	46,389,747	-	46,389,747
Acc DPN Reserve - Capex Funding	-	17,859,428	17,859,428	0.00%	20,971,656	17,256,690	56,087,774

Surplus Brought Forward (2016/2017) - VAT on Grants	26,480,54 8	36,480,548	10,000,000	0.00%	40,570,88 0	35,628,811	112,680,2 39
<b>Total Revenue</b>	<b>1,136,360 ,796</b>	<b>998,757,491</b>	<b>(137,603,3 04)</b>	<b>-12.11%</b>	<b>1,088,956, 214</b>	<b>1,099,677, 900</b>	<b>3,187,391, 605</b>
<b>Expenditure</b>							
Non-trading services	208,394,5 42	219,914,923	11,520,381	5.53%	230,578,9 67	243,535,82 3	694,029,7 13
Trading Services	376,453,5 44	398,421,886	21,968,342	5.84%	423,190,4 15	449,749,24 2	1,271,361, 543
Operational IDP	109,325,2 96	122,708,924	13,383,628	12.24%	137,823,0 67	139,564,14 7	400,096,1 37
Capital IDP & Internal Fixed Assets	506,445,1 58	335,301,835	171,143,32 3	-33.79%	379,609,2 47	354,008,90 0	1,068,919, 982
<b>Total Expenditure</b>	<b>1,200,618 ,541</b>	<b>1,076,347,5 69</b>	<b>124,270,97 2</b>	<b>-10.35%</b>	<b>1,171,201, 696</b>	<b>1,186,858, 111</b>	<b>3,434,407, 376</b>
LESS : DEPRECIATION NOT CASH BACKED	64,257, 745	77,590,07 7	13,332,333	20.75 %	82,245,4 82	87,180,2 11	247,015,7 70
<b>TOTAL EXPENDITURE EXCL. DEPN</b>	<b>1,136,3 60,796</b>	<b>998,757,4 91</b>	<b>137,603, 305</b>	<b>12.11 %</b>	<b>1,088,95 6,214</b>	<b>1,099,67 7,900</b>	<b>3,187,39 1,606</b>

## G2.0 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

The Municipal Systems Act (MSA) of 2000 mandates municipalities to establish performance management systems, and the Planning and Performance Management Regulations of 2001 describes the municipality's performance management system as consisting of a framework that articulates and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed and to determine the roles of different stakeholders.

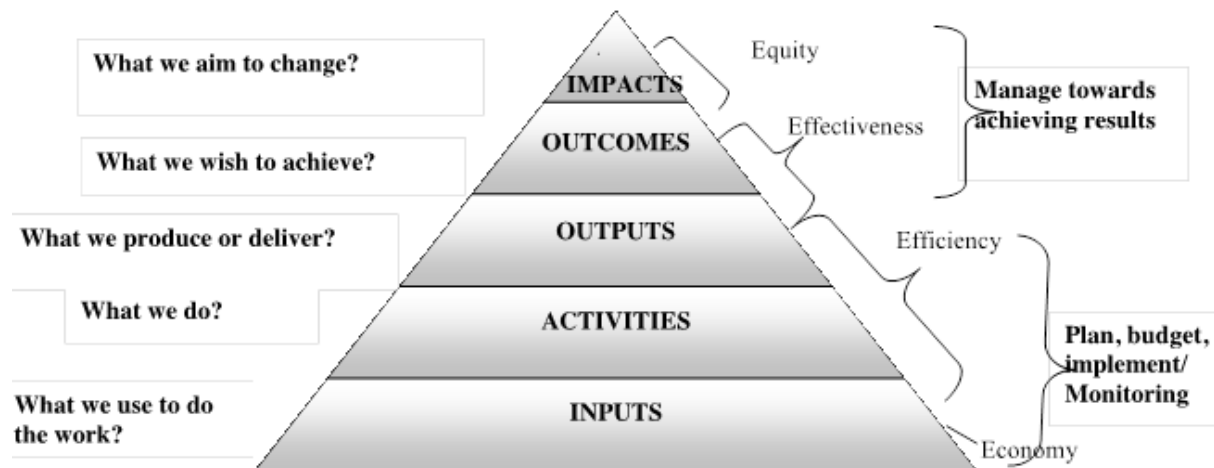
### G2.1 KING CETSHWAYO ORGANISATIONAL PERFORMANCE FRAMEWORK

King Cetshwayo District Municipality adopted an Organisational Performance Framework in 04 May 2011 which is reviewed on an annual basis to align with the best practise guidelines suggest by the Department of Cooperative Governance and Traditional Affairs of Kwazulu-Natal.

The Performance Management function of King Cetshwayo District Municipality was previously outsourced to an external service provider and Council resolved during the 2014/15 financial year to create an internal Performance Management Unit within the

Office of the Municipal Manager. The Performance Management unit was capacitated during the by the appointment of one permanent employee; within the financial year the unit has grown to include an Acting Snr Manager, three permanent employees and two temporary administrators.

The model used in terms of PMS implementation is as depicted in the following diagram:



## G2.2 KING CETSHWAYO OPMS

King Cetshwayo District Municipality's IDP forms the basis of the PMS and provides the institutional analysis and assessment of the Municipality's capacity, ability, resources, systems and procedures in developing and implementing a PMS. Essentially developing King Cetshwayo PMS implies that a framework is developed that describes and represents how the Municipality's cycle and performance planning, monitoring, measurement, review and reporting will happen, be organised and be managed, whilst determining the roles of different role players.

### King Cetshwayo PMS does the following:

- Demonstrates how it will operate and be managed from the planning stage up to the stages of performance review and reporting.
- Clarifies the process of implementing the system within the framework of the IDP process.
- Determines the frequency of reporting and the lines of accountability for performance.
- Links the organisational performance to employee performance.
- Provides for the procedure by which the system is linked with the municipality's IDP processes.
- Shows how any general key performance indicators contained in the Municipal Planning and Performance Management Regulations, 2001, will be incorporated into the municipality's planning and monitoring processes.

### **G2.3 KING CETSHWAYO SCORECARD AND SDBIP**

The SDBIP links the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for an SDBIP is stated in the MFMA, Section 69.3(a) and is the responsibility of the Accounting Officer or the Municipal Manager. It can of course be delegated under Section 79. Put simply the SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

### **G2.4 PERFORMANCE AUDIT COMMITTEE**

The Performance Audit Committee for the 2016/2017 financial year was re-affirmed in terms of Section 14(2) (a) of the Local Government: Municipal Planning and Performance Management Regulations of 2001 per Council item RPT152029.

### **G2.5 PERFORMANCE EVALUATION PANELS**

Performance Evaluation Panels have initially been established for the assessment of For purposes of evaluating the annual performance of the municipal manager, an evaluation panel was established:

For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an Evaluation Panel persons was established

Performance Evaluation sessions were performed throughout the 2016/2017 financial year and the final performance evaluation results and scores will be reported via the Performance Audit Committee to the Executive Committee and Council before submission of the 2016/2017 Annual Financial Statements and the 2016/2017 Annual Report.

### **G2.6 AUDITING OF PERFORMANCE INFORMATION**

The Municipal Systems Act, 2000, Section 45 requires that the results of performance measurements in terms of Section 41 (1)(c), must be audited as part of the internal auditing process and annually by the Auditor-General. Auditing must comply with section 14 of the Municipal Planning and Performance Management Regulations, 2001(Regulation 796).



# SECTION H:

## NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT DISTRICT LEVEL

### H1.0 DEPARTMENT OF HOME AFFAIRS

#### ● DEPARTMENTAL FOOTPRINT

**Table 95: Home Affairs Footprint**

LOCAL MUN	LOCAL OFFICES	TOTAL
uMhlathuze	Richards Bay, Empangeni, Esikhawini, Nseleni, Richards Bay Harbour	5
uMfolozi	0	0
Mthonjaneni	Melmoth	1
uMlalazi	Eshowe	1
Nkandla	Nkandla, Tulwane, Lindela	3
<b>TOTAL</b>		<b>10</b>

#### ● FLAGSHIP PROGRAMMES

- Hospital connectivity: Registration of birth within 30 days of the birth event
- High schools Project: 16-yr olds: IDs
- NPR Campaign: LRB process
- Immigration services
- Partnerships with stakeholders
- This is in addition to services being rendered in offices: birth certificates, identity documents, marriage certificates, death certificates, passports, amendments and permits.

## H2.0 DEPARTMENT OF ARTS AND CULTURE

### ● OVERVIEW

- Regional Office Management Services
- Archives Services
- Library Services
- Language Services
- Museum Services

### ● STRATEGIC GOALS

- Job creation
- Human Resource Development
- Human and Community Development
- Environmental Sustainability
- Governance and Policy

**Table 96: Departmental Programmes for KCDM**

Strategic goal 2	Support to emerging entrepreneurs in the arts and culture sectors so as to contribute towards the creation of sustainable livelihoods for the people of KwaZulu-Natal;		
Strategic Objective	The implementation of interventions that advance artistic disciplines into viable industries.		
Performance Indicator	Number of Community Structures Supported		
Target: 7 (3 Arts and Culture Forums and 4 Coops)			
Q1 Activities	Q2 Activities	Q3 Activities	Q4 Activities
April	July	October	January
<ul style="list-style-type: none"><li>Establishment of Arts and Culture Forum – Ward Level</li><li>Identification of cooperatives to be supported</li></ul>	<ul style="list-style-type: none"><li>Establishment of Arts and Culture Forum – Ward Level</li><li>Support to cooperatives</li></ul>	Establishment of Arts and Culture Forum – Local and District Municipality Level	Institutional Support to Arts and Culture Sector Structures
May	August	November	February
<ul style="list-style-type: none"><li>Establishment of Arts and Culture Forum – Ward Level</li><li>Identification of cooperatives to be supported</li></ul>	<ul style="list-style-type: none"><li>Establishment of Arts and Culture Forum – Ward Level</li><li>Support to cooperatives</li></ul>	Establishment of Arts and Culture Forum – Local and Municipality Level	Institutional Support to Arts and Culture Sector Structures
June	September	December	March
<ul style="list-style-type: none"><li>Establishment of Arts and Culture Forum – Ward Level</li><li>Identification of cooperatives to be supported</li></ul>	<ul style="list-style-type: none"><li>Establishment of Arts and Culture Forum – Ward Level</li><li>Support to cooperatives</li></ul>	Establishment of Arts and Culture Forum – Local and Municipality Level	Institutional Support to Arts and Culture Sector Structures
Responsibility: Deputy Manager and Project Manager	Responsibility: Deputy Manager and Project Manager	Responsibility: Deputy Manager and Project Manager	Responsibility: Deputy Manager and Project Manager

**OPERATIONAL PLAN: NUMBER OF ARTISTS TRAINED PER ANNUM**

Strategic goal 2	Support to emerging entrepreneurs in the arts and culture sectors so as to contribute towards the creation of sustainable livelihoods for the people of KwaZulu-Natal;		
Strategic Objective	The implementation of interventions that advance artistic disciplines into viable industries.		
Performance Indicator	Number of artists trained per annum.		
Target: 3 (1 per district) 510			
Q1 Activities	Q2 Activities	Q3Activities	Q4 Activities
April	July	October	January
50 Artists to be trained in Performing and Visual Arts and Craft	40 Artists to be trained in Visual Arts and Craft (UMfolozi Local Municipality)	40 Artists to be trained in Performing and Visual Arts and Craft	40 Artists to be trained in Performing and Visual Arts and Craft (King Cetshwayo District)Disability
May	August	November	February
Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training
June	September	December	March
Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training
Responsibility: Deputy Manager and Project Manager	Responsibility: Deputy Manager and Project Manager	Responsibility: Deputy Manager and Project Manager	Responsibility: Deputy Manager and Project Manager

### H3.0 DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

King Cetshwayo has a high growth potential in:

- Sugar cane
- Timber
- Avocadoes
- Citrus
- Maize
- Vegetables
- Beans

#### APPROVED PROJECTS

#### KCDM FOOD SECURITY PROJECTS 2017/2018

**Table 97: Dept of Agriculture and Rural Development Projects**

Municipality	Project type	Number	Budget
KCDM	Indigenous goats	11	R 286 000
KCDM	Mushroom	5	R 390 000
KCDM	Fruit trees	1133	R 90 640
KCDM	OHOG	63	R 1 134 000
KCDM	Community Gardens	16	R 3 599 360
<b>KCDM</b>	Seeds		R 2 000 000
<b>TOTAL</b>			<b>R 7 500 000</b>

#### KCDM COMMERCIALIZATION PROJECTS

Local Municipality	Project Name	Project Type	Intervention	Budget
uMhlathuze	Ziyagezana layers	Poultry	Layer unit	R 1000 000
uMhlathuze	Mazulu layers	Poultry	Layer unit	R 1000 000
uMhlathuze	Umzamowethu	Vegetables	tunnels	R 495 000
Umfolosi	Uhambo goats	Livestock	Fencing & Shed	R 280 000
Nkandla	Wonderdraai	Fruit and veg.	Irrigation	R 453 000
Nkandla	Nsuze irrigation	Vegetables	Inputs	R 400 000
Mthonjaneni	Simunye Broilers	Poultry	Broiler unit	R 500 000
Umlalazi	Mhlalwini camp	Livestock	Fencing	R 960 000

Umlalazi	Sivelakude	Vegetables	Irrigation	R 350 000
Umlalazi	Maqhogo	Livestock	Fencing	R 600 000
Umfoloji	Inqanawe	Vegetables	Nursery & drainage	R 3 200 000
<b>TOTAL</b>				<b>R 9 238 000</b>

#### KCDM LANDCARE PROJECTS

Local Municipality	Project Name	Jobs created	Intervention	Budget
uMhlathuze	Born Green	20	Alien plants	R 543 700
uMhlathuze	Mzamowethu Youth	10	Junior landcare nursery	R 605 000
Nkandla	Mthungweni	50	Fencing and alien plants control	R 2 206 300
Nkandla	Nkungumathe garden	15	Fencing	R 452 500
Mthonjaneni	Ngekwane Zibomvu	25	Destumping and Fencing	R 862 700
<b>TOTAL</b>				<b>R 4 580 200</b>

#### KCDM LIVESTOCK WATERING PROJECTS

Municipality	Project Name	Number	Intervention	Budget
KCDM	Dams	7	Scooping	R 2 100 000
KCDM	Boreholes	10	New and rehabilitation	R 2 500 000
<b>TOTAL</b>				<b>R 4 600 000</b>
<b>GRAND TOTAL</b>				<b>R 29 418 182</b>

## H4.0 DEPARTMENT OF HEALTH

### ● DISTRICT FOCUS

The district focuses on the analysis of the national priorities for improving the health status of the entire population, and thus contributing to the broader national vision of “A long healthy life for all South Africans”. This is in line with the 4 strategic outputs of the Negotiated Service Delivery Agreement (NSDA), namely:

- Output 1: Increasing Life Expectancy
- Output 2: Decreasing Maternal and Child mortality( MDG 4&5)
- Output 3: Combating HIV and AIDS and decreasing the burden of diseases from Tuberculosis (MDG 6)
- Output 4: Strengthening Health System Effectiveness

**Table 98: Dept of Health Infrastructure Projects**

INSTITUTION NAME	LOCAL MUNICIPALITY	PROJECT DESCRIPTION	START DATE	ESTIMATED END DATE	PROJECT BUDGET ( R'000)	PROGRESS	PROJECT COMMENT
Ngwelezane Hospital	uMhlathuze	Construct new 192 beds medical wards to replace wards E, F, G, H and demolish the existing crisis centre parkhome and construct new crisis centre, demolish old wards E, F, G & H	31-Jul-14	15-Apr-17	320 000	50%	
LUWMH	uMhlathuze	Alteration and additions to existing hospital	9-Sep-10	11 Nov-14	427 521	99%	
Kwamagwaza Hospital	Mthonjaneni	Construction of a new pharmacy	2-May-12	29-Nov-13	9 500	98%	Completion work on tender
Nkandla Hospital	Nkandla	Construction of a new pharmacy	28-Mar-12	11-May-16	8 100	99%	Newly appointed contractor on site
Ntambanana Clinic	Ntambanana	Clinic maintenance & upgrading programme:	19-May-14	May-15	2 800	99%	Snag list being attended to
Melmoth-New District Hospital	Mthonjaneni	Development of Business Case	20-Sep-14	20-May-15	500	0 %	Feasibility; no construction yet

INSTITUTION NAME	PROJECT DESCRIPTION	START DATE	ESTIMATED END DATE	PROJECT BUDGET ( R'000)	PROGRESS TODATE
Dondotha Clinic - Ntambanana	Painting clinic building & internal renovations			300	Documentation stage
Ekhombe Hospital - Nkandla	Block pave internal roads			1 000	Documentation stage
Nkandla Hospital - Nkandla	Painting of hospital roof			350	Documentation stage
Nkandla ho spital - Nkandla	Painting of walls at old paediatric ward (male ward)			250	Documentation stage
St Mary's Hospital	Install elevated steel water tank			800	Documentation stage

## H6.0 HUMAN SETTLEMENTS PROJECTS

The predominantly rural nature of the district has resulted in numerous rural housing projects being implemented and there is still a need for more rural housing.

Urban projects are in existence but are not happening at the rate required due to various constraints. Currently we have more than 20 projects in Construction Stage  
± 30 Projects in Planning Stage, more than 30 Projects in the pipeline.

Human Settlements have three (3) Integrated Residential Development Programme (IRDP) housing projects planned. (2 in uMfolozi Municipality, 1 in uMhlathuze Municipality). The IRDP provides for the acquisition of land, servicing of stands for a variety of land uses including commercial, recreational, schools and clinics, as well as residential stands for low, middle and high income groups. The land use and income group mix is based on local planning and needs assessment. 4 planned housing project for under the Finance Linked Individual Subsidy Programme (FLISP) or Gap Market; in uMhlathuze and Mthonjaneni Municipality. FLISP is an instrument to assist qualifying households by providing a once off down payment to those households who have secured mortgage finance to acquire a residential property for the first time.

Five (5) slums clearance (Informal Settlements) projects:

2 in uMlalazi Municipality,

2 in uMfolozi Municipality

1 in uMhlathuze Municipality (Outcome 8).

● **DEPARTMENTAL HOUSING PROJECTS 2017/18**

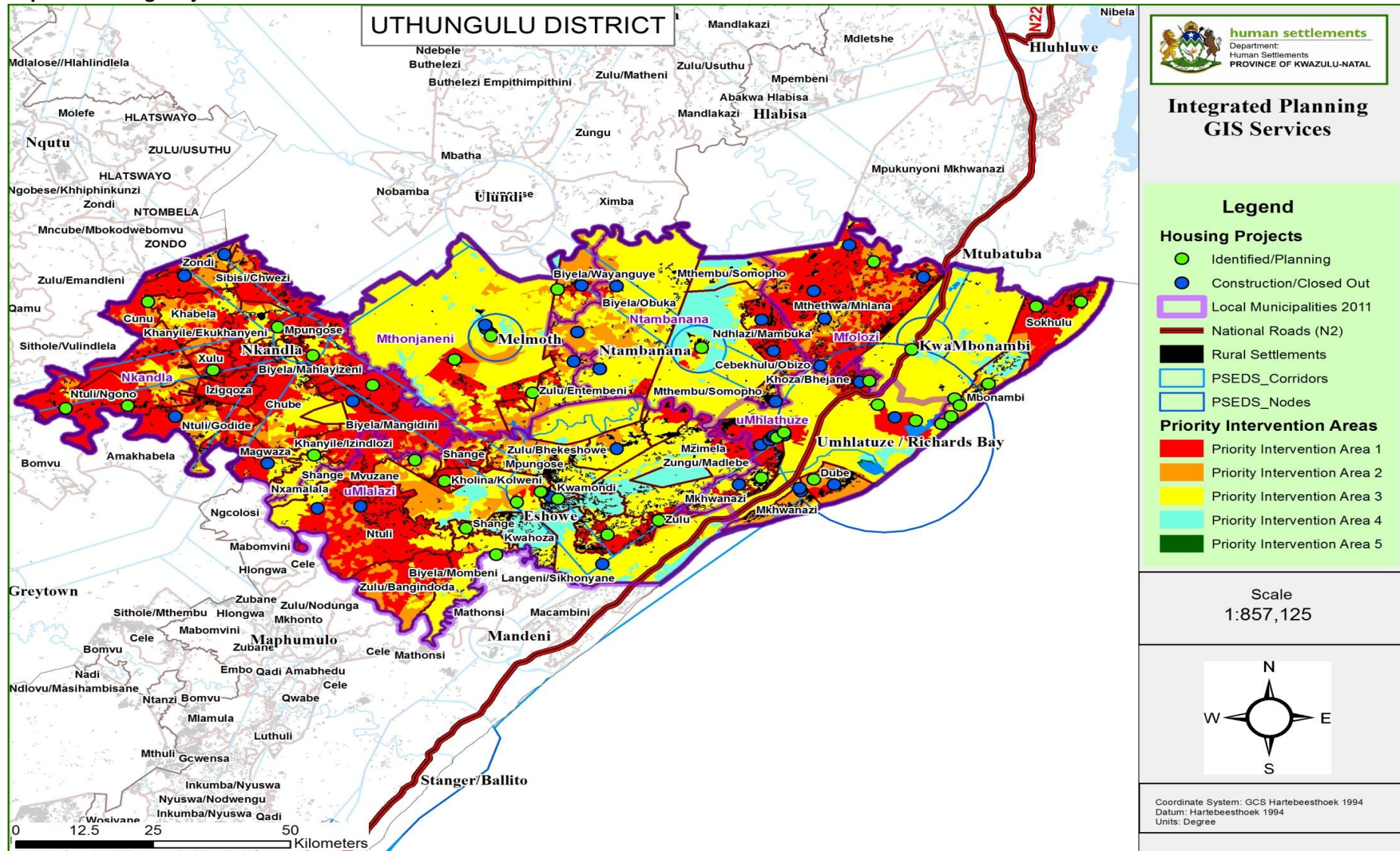
<b>PROJECT NUMBER</b>	<b>PROJECT NAME</b>	<b>SUB-PROGRAMME BUSINESS PLAN INSTRUMENT</b>	<b>2017/18 ANNUAL SITES</b>	<b>2017/18 ANNUAL TARGET UNITS</b>	<b>2017/18 ANNUAL TARGET BENEFICIARIES</b>	<b>2017/18 ALLOCATED BUDGET R'000</b>
<b>K15120001</b>	<b>2% BULK SERVICES-EMPANGENI MEGA IRDP</b>	<b>2% BULK SERVICES</b>	<b>0</b>			<b>20 000</b>
<b>K09120001</b>	<b>GODIDE</b>	<b>4.2 RURAL HOUSING COMMUNAL RIGHTS</b>	<b>0</b>	<b>303</b>	<b>100</b>	<b>31 512</b>
<b>K200021107</b>	<b>MPUNGOSE</b>	<b>4.2 RURAL HOUSING COMMUNAL RIGHTS</b>	<b>0</b>	<b>204</b>	<b>100</b>	<b>26 112</b>
<b>K11090002</b>	<b>NGUDWINI HOUSING PROJECT</b>	<b>4.2 RURAL HOUSING COMMUNAL RIGHTS</b>	<b>0</b>	<b>300</b>	<b>100</b>	<b>31 500</b>
<b>K12040006</b>	<b>THUBALETHU EXTENSION</b>	<b>2.5 INFORMAL SETTLEMENT</b>	<b>200</b>	<b>509</b>	<b>100</b>	<b>72 298</b>
<b>K16030010</b>	<b>AQUADENE HOUSING PROJECT</b>	<b>2.2 INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 1 PLANNING AND SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1200</b>



<b>K14090006</b>	<b>CHUBE RURAL HOUSING PROJECT</b>	<b>4.2 RURAL HOUSING COMMUNAL RIGHTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>496</b>
<b>K14050025</b>	<b>DUMISANI MAKHAYE PHASE 6 AND 8</b>	<b>2.2A INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME PHASE 1 PLANNING &amp; SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1200</b>
<b>K14090010</b>	<b>EMPANGENI HOUSING PROJECT PHASE 1A</b>	<b>2.2A INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME PHASE 1 PLANNING &amp; SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>226</b>
<b>K15090011</b>	<b>EMPANGENI HOUSING PROJECT PHASE 1B</b>	<b>2.2A INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME PHASE 1 PLANNING &amp; SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>369</b>
<b>K19990054</b>	<b>EMPANGENI HOUSING PROJECT PHASE 1C</b>	<b>2.2A INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME PHASE 1 PLANNING &amp; SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1800</b>

<b>K15120001</b>	<b>EMPANGENI HOUSING PROJECT PHASE 2</b>	<b>2.2A INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME PHASE 1 PLANNING &amp; SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8900</b>
<b>K13030003</b>	<b>MAHLAYIZENI HOUSING PROJECT</b>	<b>4.2 RURAL HOUSING COMMUNAL RIGHTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>969</b>
<b>K15030003</b>	<b>XULU HOUSING PROJECT</b>	<b>4.2 RURAL HOUSING COMMUNAL RIGHTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>966</b>
<b>K13030003</b>	<b>OPERATIONAL COSTS FOR ACCREDITED MUNICIPALITIES</b>	<b>1.10 ACCREDITED MUNICIPALITIES (LEVEL 1&amp;2):HOUSING PROGRAMMES TO BE APPROVED AND FUNDED</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2628</b>
<b>K10030003</b>	<b>LAND PURCHASES</b>	<b>1.14A LAND PARCELS PROCURED (IHAHSD GRANT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1642</b>
<b>K12040004</b>	<b>OPSCAP</b>	<b>1.11 OPERATIONAL CAPITAL BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11065</b>
<b>K16120001</b>	<b>TITLE DEEDS RESOLUTIONS</b>	<b>TITLE DEED (POST)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>416</b>
<b>TOTAL</b>			<b>200</b>	<b>1316</b>	<b>400</b>	<b>214 899</b>

Map 60: Housing Projects





**UTHUNGULU DISTRICT**

The map displays the Uthungulu District, which includes parts of Zululand and KwaZulu-Natal. It shows various local municipalities such as Mthonjaneni, Ntambanana, Mfokazi, Umhlathuze, and Mphumulo. The map also indicates national roads (N2), rural settlements, PSEDs corridors, PSEDs nodes, and deprived wards (Census 2001). Housing projects are marked with green dots, while construction or closed-out projects are marked with blue dots. The map includes a legend, scale bar (Scale 1:857,125), north arrow, and coordinate system information.

**Legend**

- Housing Projects
  - Identified/Planning (Green dot)
  - Construction/Closed Out (Blue dot)
- Local Municipalities 2011 (Purple outline)
- National Roads (N2) (Red line)
- Rural Settlements (Black area)
- PSEDs\_Corridors (Light blue line)
- PSEDs\_Nodes (Dark blue line)
- Deprived Wards (Census 2001) (Orange shaded area)

**Scale**  
1:857,125

**Coordinate System:** GCS Harthebeesthoek 1994  
**Datum:** Harthebeesthoek 1994  
**Units:** Degree

## H7.0 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

Chapter six(6) of the National Development Plan focuses on an integrated and inclusive rural economy. It also says that by 2030, South Africa's rural communities must have better opportunities to participate fully in the economic, social and political life of the country.

The vision also includes a better integration of the country's rural areas, achieved through successful land reform, infrastructure development, job creation and poverty alleviation.

The CRDP has three development measurable: meeting basic human needs, rural enterprise development; and, rural industries sustained by credit facilities and markets.

- **CRDP -PHASE 1- MEETING BASIC HUMAN NEEDS - WATER & SANITATION PROJECTS**
- **CRDP - PHASE 2 – ENTERPRISE DEVELOPMENT AND INFRASTRUCTURE PROJECTS**
- **CRDP - PHASE 2 SCHOOL PROJECT**
- **CRDP - PHASE 2 – ENTERPRISE DEVELOPMENT AND INFRASTRUCTURE PROJECTS**

### ● CHALLENGES

- Bulk infrastructure
- Dispersed Settlements
- Lack of commitment in some municipalities in preparation of Human Settlements Plans
- Lack of will from municipalities to identify and prioritize project as per national and provincial strategic objectives
- Lack of well-located land
- Land Ownership (State Land vs ITB Land)
- Lack of Capacity to initiate and implement such projects

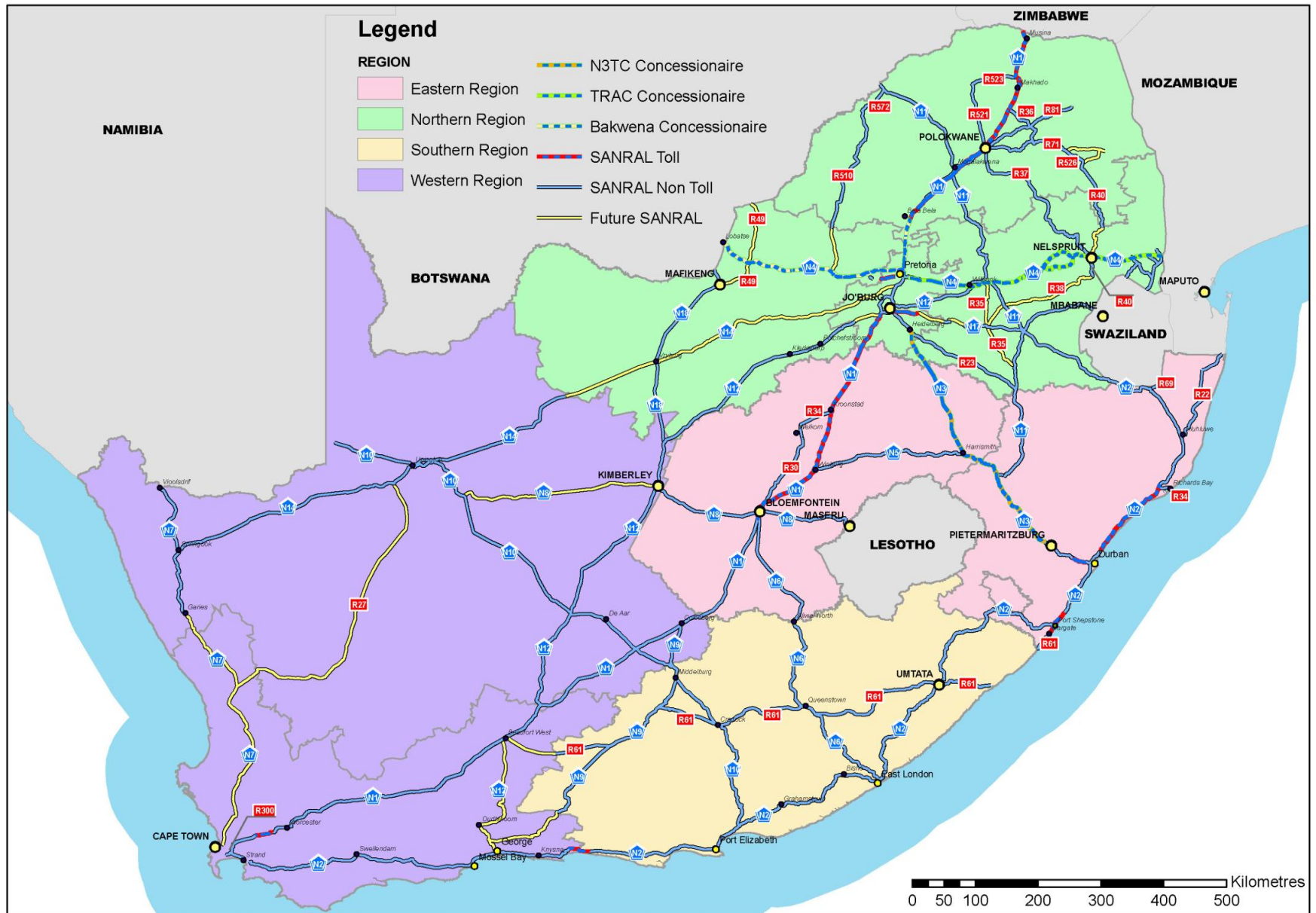
### ● WAY FORWARD

- Improve the human settlements plans of all municipalities to align them to SDF, PSEDs, PGDS, WSDP, Outcome 8 etc.;
- Subscribe to the same vision and message for development; NDP
- Densification and a wider product range (rental, etc.) Need to concentrate on those areas already clustered;
- Support the rental housing for rural professionals and scarce skills providers;
- Concentration and creation of human settlements around existing nodes;
- Align human settlements with other government initiatives e.g. MIG
- Build credible capacity;
- Build partnerships
- Engage with the traditional leaders and councils to address issues of allocation of the sites to ensure that proper settlements are created;
- Full layout planning with reservation of sites for facilities such as schools, worship, recreation, etc.

## H8.0 TRANSPORT

Unfortunately at the time of submission no projects for 2017/18 were received

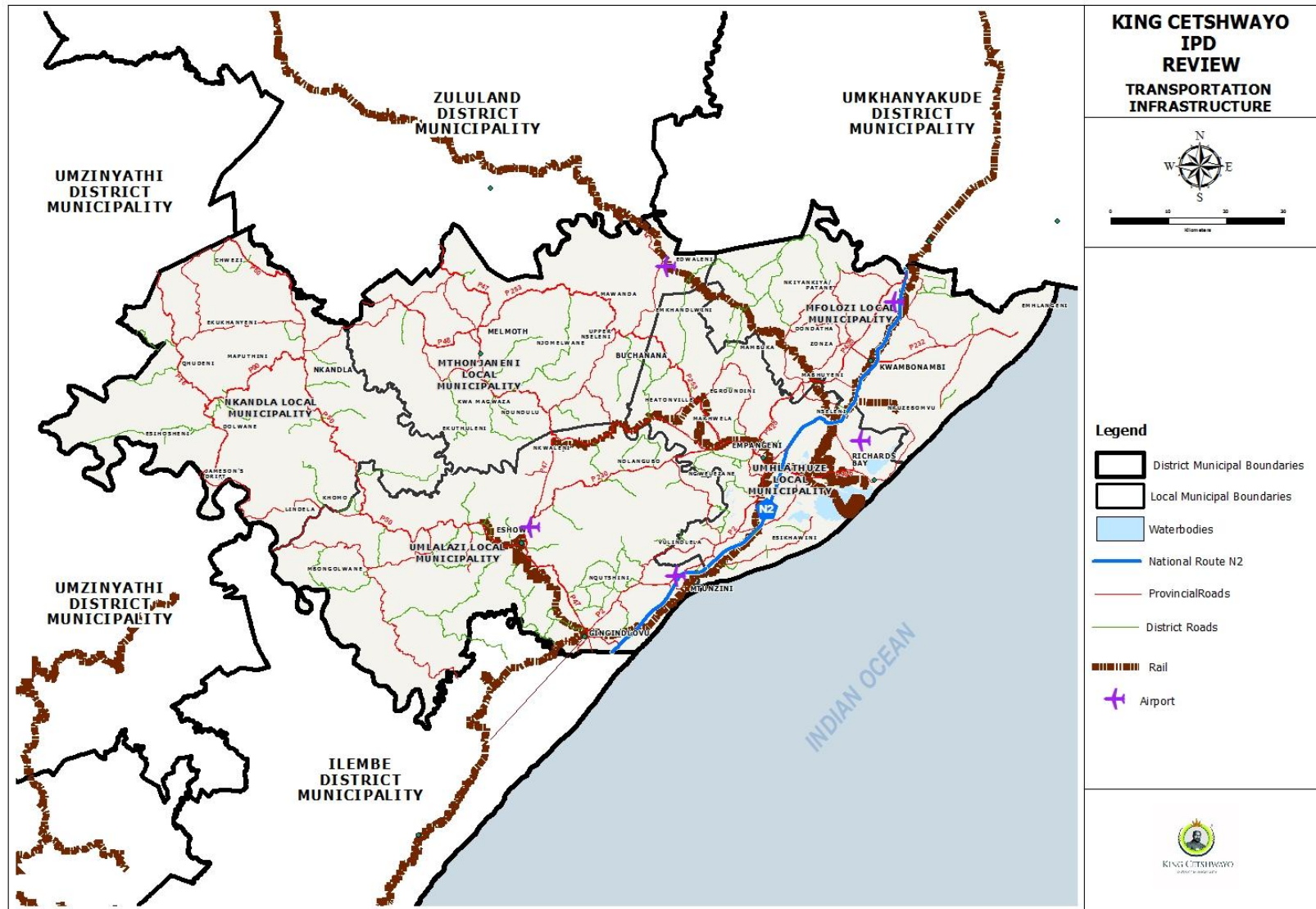
Map 62: National Road Network



NRA DOCS#180928 v3



Map 63: Transport Infrastructure





## H9.0 ENERGY – ELECTRICITY ESKOM

### Energy Sector Plans:

King Cetshwayo have budgeted to revise the Energy Sector Plan during 2015/16 financial year, and will include an O&M Plan to be done in this revision thus enabling the district to have the latest source of information that's available. Also the district can concentrate on institutional arrangements etc.

### Eskom:

Eskom, the national electricity supplier, supplies electricity in bulk. Richards Bay, Melmoth, Eshowe and Empangeni are the only towns that buy electricity in bulk and distribute to their consumers. The Local Municipality of Nkandla was assisted by the KCDM with the provision of basic electricity until July 2010, but now is responsible for service provision in the town. The supply to rural areas is slow due to high costs associated with scattered settlements and no anchor clients.

Eskom's supplies grid electrification while the Department of Mineral and Energy Affairs is responsible for non-grid electrification. A combined strategy/partnership between King Cetshwayo and Eskom is urgently required to form an integrated and sustainable electrical service delivery within the district. In conjunction with the Department of Minerals & Energy and Eskom a plan should be devised to implement King Cetshwayo Energy Master Plan as compiled.

According to the 2011 census, the number of households with access to electricity for lighting increased from 55.2% in 2001 to 75.8% in 2011.

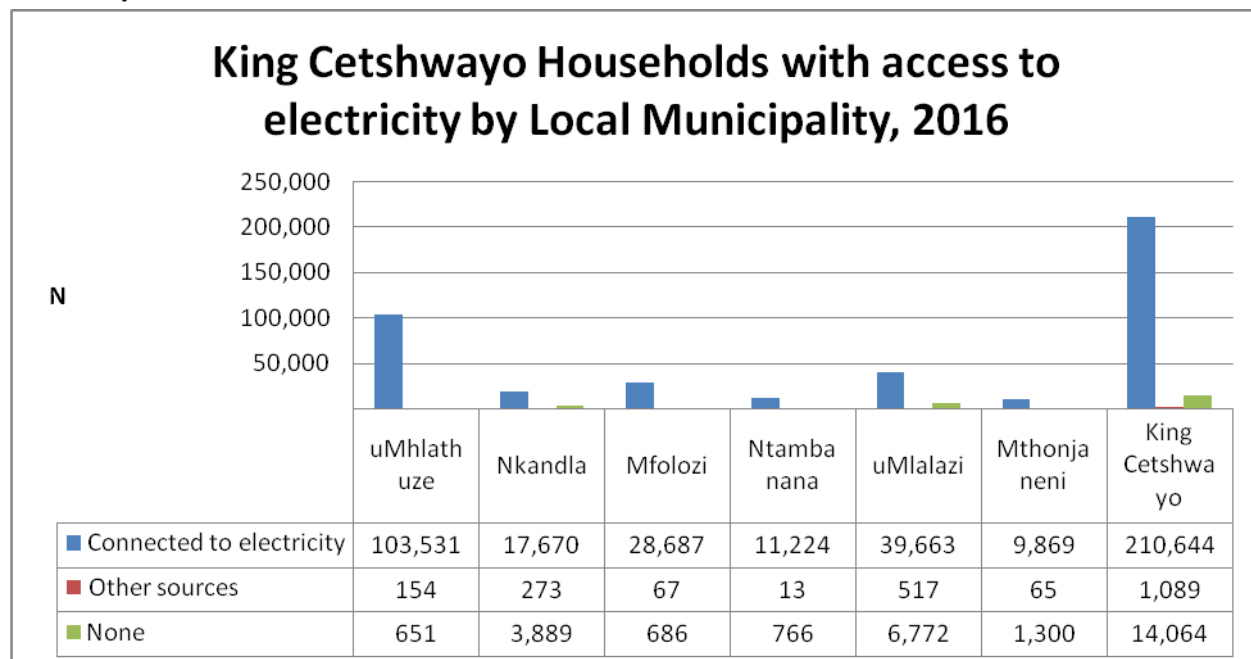
Significant differences are also prevalent amongst the five local municipalities within the district in terms of accessibility to electricity for lighting purposes. The municipal level characteristics can be summarized as follows:

- As much as 93.47% of households in the uMhlathuze municipality have access to electricity.
- Significant progress has been made in the Nkandla municipality with as much 44.61% of households having access to electricity as compared to 5.33% in 2001.
- Approximately 83.71% of households within the Mfolozi and
- Within the uMlalazi municipality as much as 58.22% of households have access to electricity which has improved since 2001 (39.02%).
- The access to electricity within the Mthonjaneni municipality has improved from 29.92% to 68.92% since 2001 to 2011.

The national energy crises has far reaching implications on the supply and maintenance of infrastructure services to the district, notably the cost for stand by generators at pump stations as well as the running cost of such generators. Apart from such operational

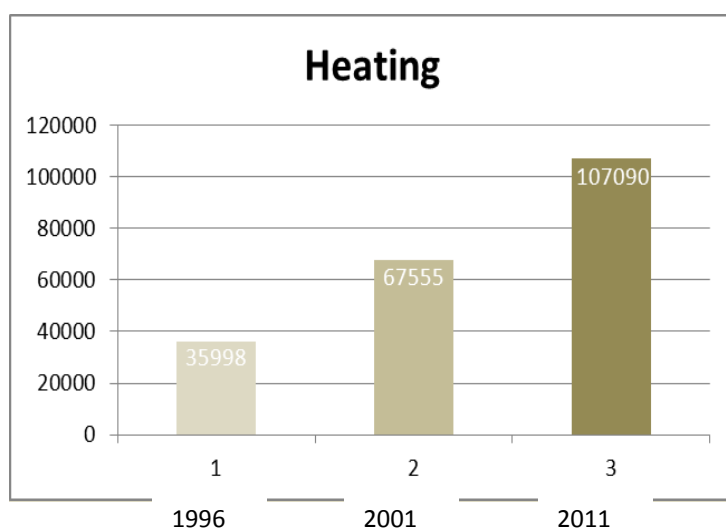
expenses, the environmental costs of increased combustion into the atmosphere as a result of generator operations also need to be considered.

**Graph 33: Access to electricity for lighting - Local Municipalities within King Cetshwayo DM**

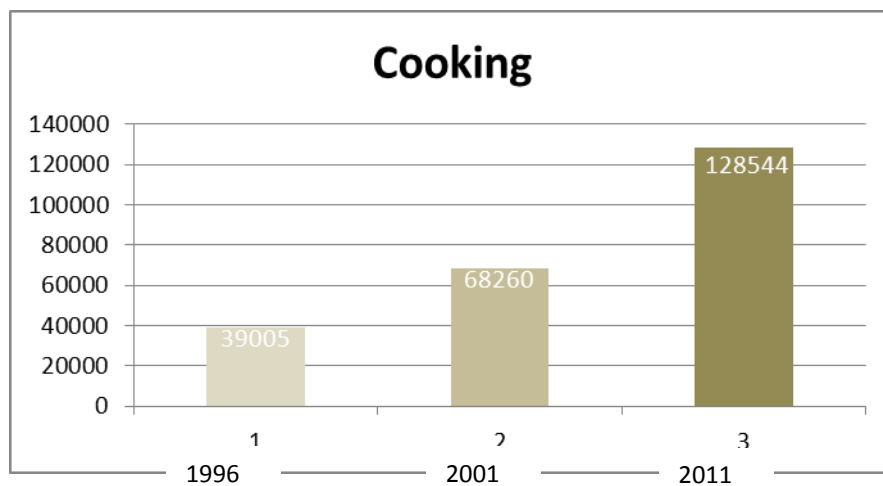


Source: Stats SA Community Survey 2016

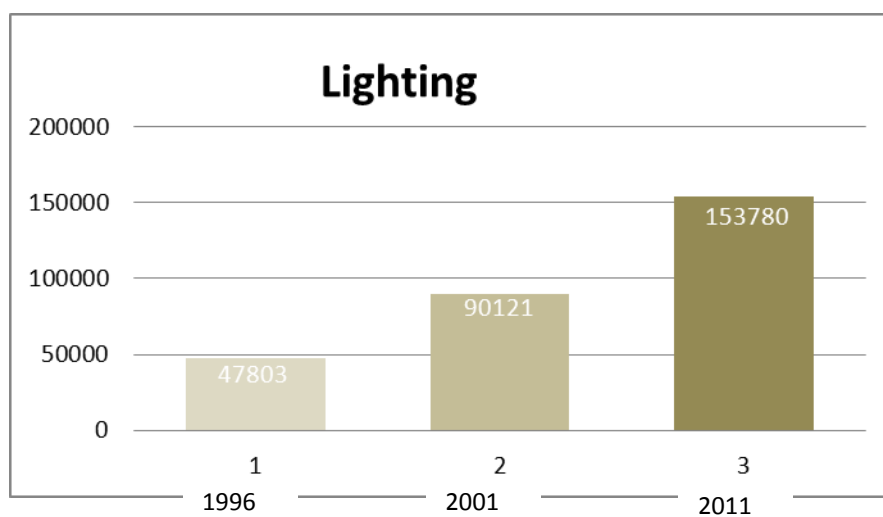
**Graph 34: Distribution of households using electricity for heating, cooking and lighting - 1996, 2001 and 2011**



Source: Census 2011

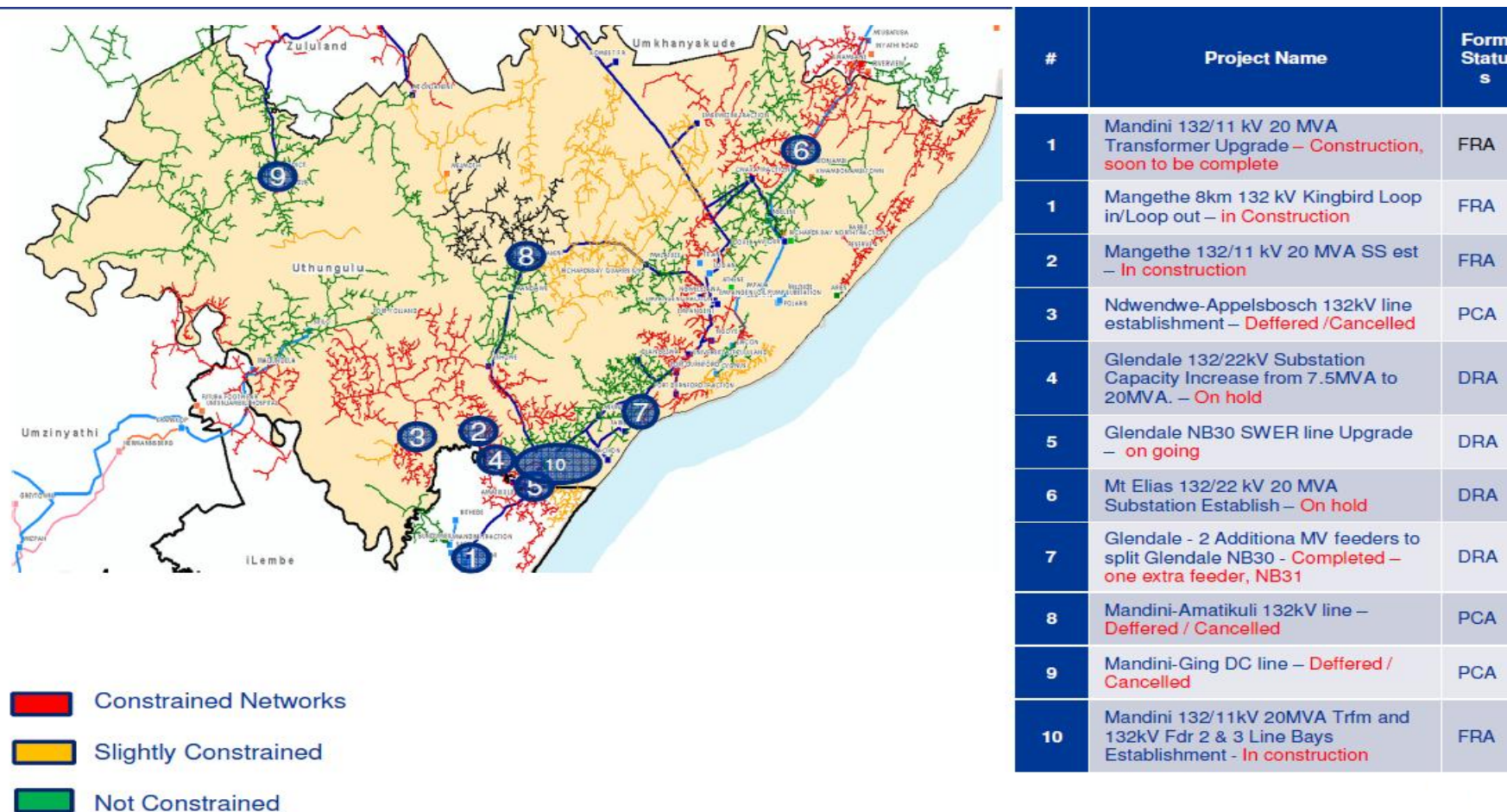


Source: Census 2011



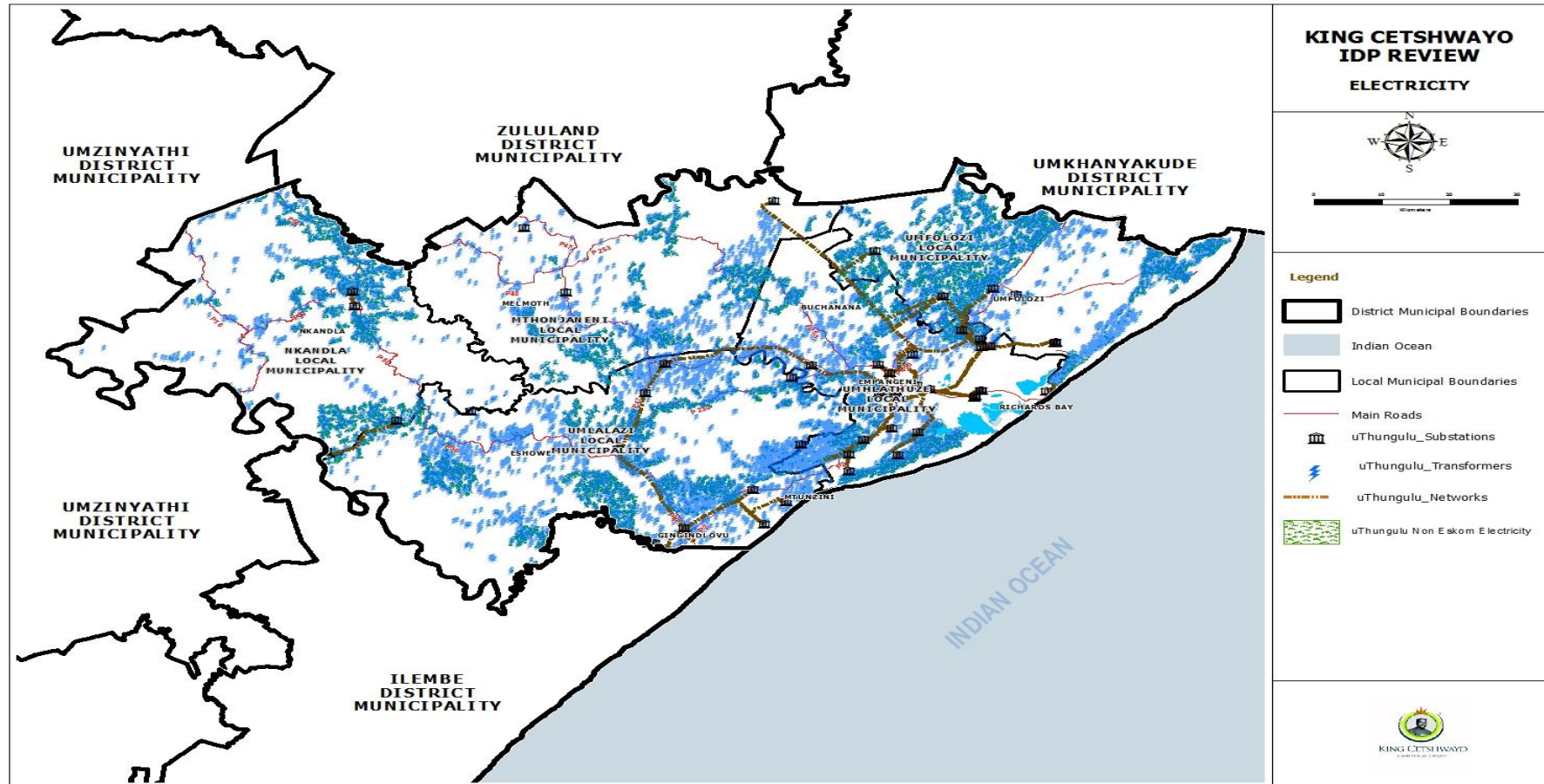
Source: Census 2011

Map 64: Electricity Infrastructure and Progress

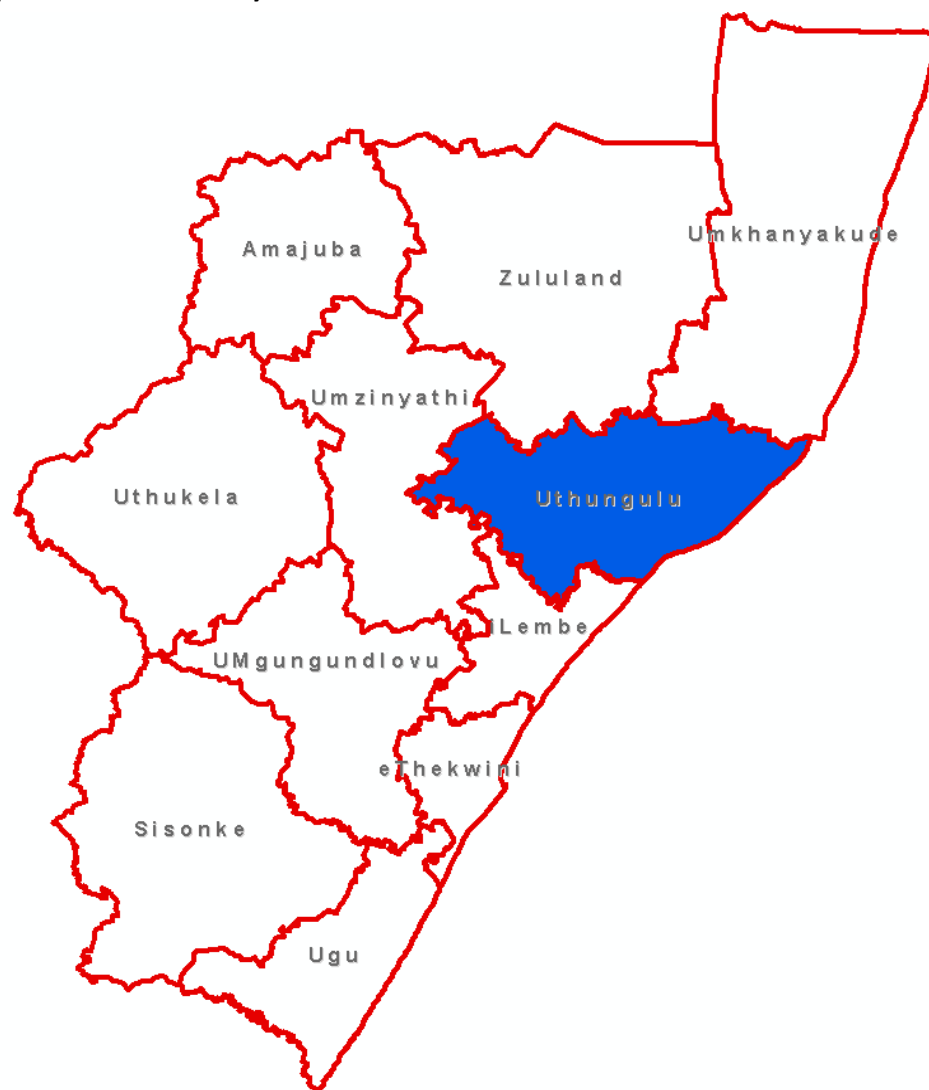


Source: Eskom

Map 65: King Cetshwayo Electricity Infrastructure



Map 66: Eskom Summary

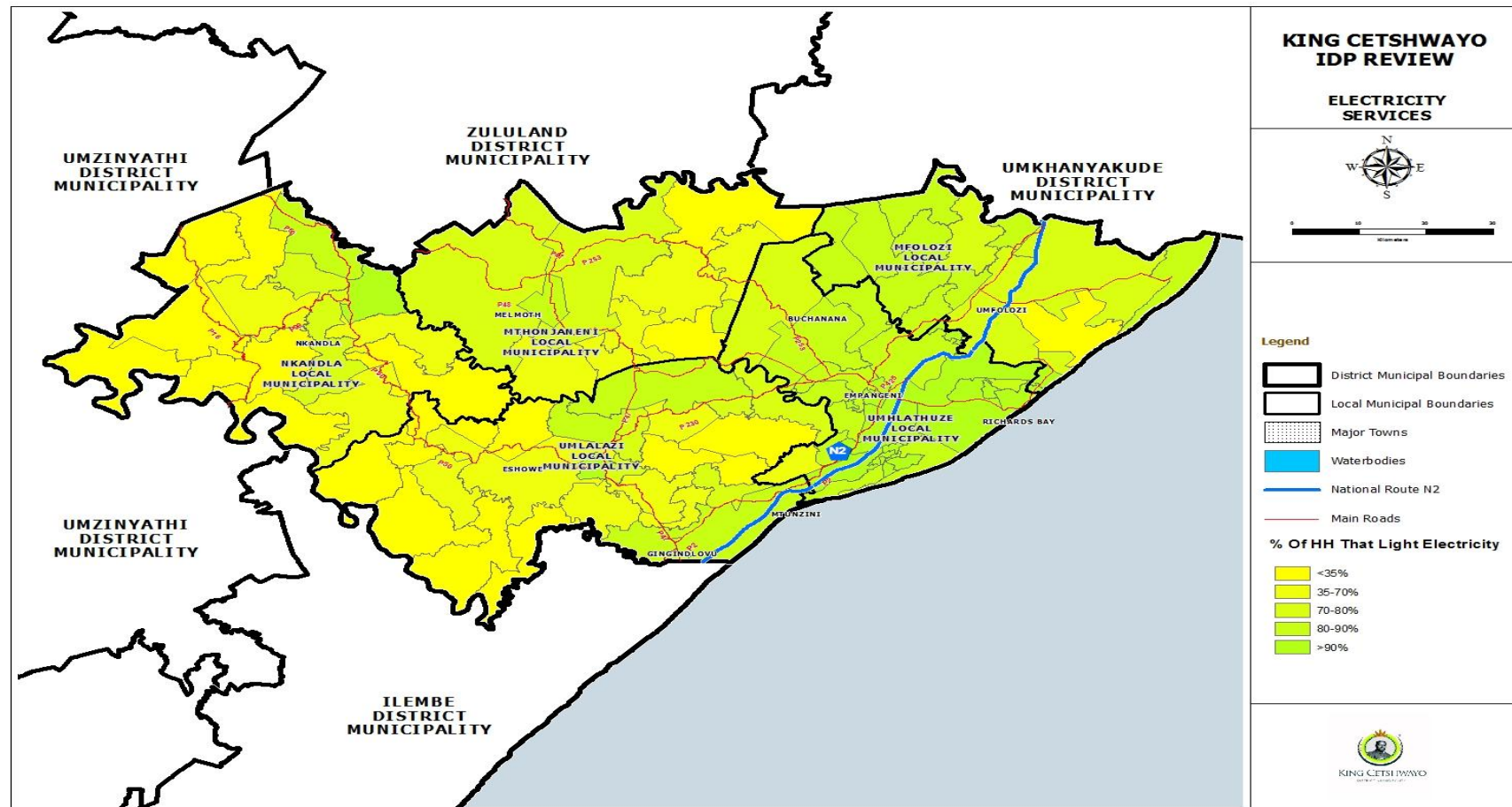


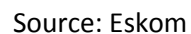
<b>TOTAL HOUSEHOLDS</b>	<b>202,977</b>
<b>ELECTRIFIED</b>	<b>75.8%</b>
<b>BACKLOG</b>	<b>49,198</b>

Source: Eskom



Map 67: Electricity Services







## H10.0 TELECOMMUNICATIONS

It is important to note that nearly 90% of households have a cell phone. This may be a quick and effective way to directly communicate with households e.g. for giving notice of public meetings etc.

**Table 99: Telecommunication Statistics**

MUNICIPALITY	TOTAL HOUSEHOLDS		LANDLINE/TELEPHONE		CELLPHONE		INTERNET	
uMhlathuze	86,609	42.70%	12,596	6.20%	80,871	93.40%	41,558	48.00%
Nkandla	22,463	11.10%	492	0.20%	18,977	84.50%	5131	22.80%
uMfolozi	25,584	12.60%	1,006	0.50%	22,778	89.00%	7279	28.40%
uMlalazi	45,062	22.20%	2,848	1.40%	38,066	84.50%	12,317	27.30%
Mthonjaneni	10,433	5.10%	411	0.20%	8,187	78.50%	2299	22.00%
King Cetshwayo	202,976	100.00%	17,638	8.70%	179,944	88.70%	70,595	34.80%

Source: Census 2011

## H11.0 DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS

### Strategic Economic Imperatives:



**Table 108: Dept Economic Development Planned Projects**

Unfortunately at the time of adoption of our IDP no projects for 2017/18 were received

## H12.0 DEPARTMENT OF EDUCATION

One of the KwaZulu-Natal's Department of Education's mandate is the provision and maintenance of educational infrastructure, namely, public schools. Section 29(1)(a) of the Constitution of the Republic of South Africa that speaks directly to the Department's mandate states that "Everyone has the right to a basic education, including adult basic education.

The KZN Department of Education has an agreement with the Implementing Agents that assist with the provision of schooling infrastructure and maintenance thereof, namely,

- 1) KZN Department of Public Works,
- 2) Coega Development Co-operation
- 3) The Independent Development Trust
- 4) uMhlathuze Water
- 5) Ethekewini Municipality.

The deliverable output is categorized as follows:

- a) Early Childhood Development
- b) Upgrades and Additions
- c) New Schools
- d) Mud Schools
- e) ELSEN Schools
- f) Water and Sanitation
- g) Fencing
- h) Repairs and Renovations

It must be pointed out that when it comes to infrastructure deliverables such as the construction schools and certain upgrades, completion thereof takes a few years from the planning to the actual construction period. Some programs such maintenance, some minor upgrades and ECD's (depending of the type of work) take shorter periods.

**Table 100: Dept of Education Projects**

Emis No.	EDCAT ION DISTRI CT	MUNICIPAL ITY	PROJECT NAME	Programme Implemeter	Nature of Investme nt	Total Project Cost	ALLOC ATION 2016- 2017	2017- 2018	2018 - 2019	2019- 2020
500206 349	UTHUN GULU	Nkandla	MDOMBOLO PRIMARY SCHOOL	Independen t Developme nt Trust	New Infrastru cture Assets	30,831	5	3,158	2,436	0
5001338 66	UTHUN GULU	uMhlathuze	RICHEM SECONDARY SCHOOL	Independen t Developme nt Trust	New Infrastru cture Assets	14,512	15	4,000	0	0

**KING CETSHWAYO DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2017/2018-2021/2022**

Emis No.	EDCATI ON DISTRICT	MUNICIPALITY	PROJECT NAME	Programme Implementer	Nature of Investment	Total Project Cost	ALLOCATION 2016-2017	2017-2018	2018-2019	2019-2020
500231 657	UTHUNGULU	Mfolozi	NKANYEZI PRIMARY SCHOOL (KWAMBONAMBI)	KZNDoe	Upgrades and Additions	2,730	1,605	70	2,660	70
500241 018	UTHUNGULU	Mfolozi	NTUTHUNGA PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	2,730	4,592	70	2,660	70
500242 609	UTHUNGULU	Mfolozi	OCILWANA PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	1,911		0	191	0
500222 148	UTHUNGULU	Mfolozi	MZINGAZI PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	35,731	2	5,559	28,530	2,714
50011 8992	UTHUNGULU	Mfolozi	CWAKA PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	18,419	15	0	1,842	8,468
500281 533	UTHUNGULU	Mfolozi	THEMBALIMBE PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	16,193	40	0	1,619	6,255
500285 677	UTHUNGULU	Mfolozi	UBIZO PRIMARY SCHOOL	DoPW	Upgrades and Additions	680	112	204	0	0
500248 862	UTHUNGULU	Mfolozi	PHINDIZWE SECONDARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500140 415	UTHUNGULU	Mfolozi	ESIGWACENI PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500208 125	UTHUNGULU	Mfolozi	MEVAMHLOPHE HIGH SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500248 862	UTHUNGULU	Mfolozi	PHINDIZIWE HIGH SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500133 015	UTHUNGULU	Mthonjaneni	EMKHANDLWINI PRIMARY SCHOOL	Coega Development Corporation	Upgrades and Additions	1,881	500	474	0	0
500208 384	UTHUNGULU	Mthonjaneni	MFANEFIL PRIMARY SCHOOL	Coega Development Corporation	Upgrades and Additions	900	0	225	188	0
500339 179	UTHUNGULU	Mthonjaneni	EKUPHAKAMENI PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	500	600	0	50
500151 034	UTHUNGULU	Nkandla	GONZAGA PRIMARY SCHOOL	Coega Development Corporation	Upgrades and Additions	1,884	116	110	0	0
500252 858	UTHUNGULU	Nkandla	QHOSHANGANI PRIMARY SCHOOL	Coega Development Corporation	Upgrades and Additions	2,867	15	847	0	0
500118 887	UTHUNGULU	Nkandla	CUNGWANA PRIMARY SCHOOL	Coega Development Corporation	Upgrades and Additions	1,859	2,000	251	0	0
500309 616	UTHUNGULU	Nkandla	IZINGWELEVI PRIMARY SCHOOL	Coega Development Corporation	Upgrades and Additions	2,784	275	1,017	0	0
500308 839	UTHUNGULU	Nkandla	BHOBHE PRIMARY SCHOOL	Coega Development Corporation	Upgrades and Additions	1,377	1,323	344	668	0
500189 292	UTHUNGULU	Nkandla	LUZINDELA PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	2,964		76	2,232	744
500142 376	UTHUNGULU	Nkandla	ETHULWANE PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	17,397	450	3,894	13,502	0
500146 446	UTHUNGULU	Nkandla	GABANGENKOSI PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	15,773	20	0	1,577	5,852
500206 349	UTHUNGULU	Nkandla	MDOMBOLO PRIMARY SCHOOL	Independent Development Trust	New Infrastructure Assets	30,831	5	3,158	2,436	0
500148 407	UTHUNGULU	Nkandla	GEZAHLELE PRIMARY SCHOOL	DoPW	Upgrades and Additions	680	4,050	204	0	0

**KING CETSHWAYO DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2017/2018-2021/2022**

500194 324	UTHUN GULU	Nkandla	MAKHANYEZI PRIMARY SCHOOL	DoPW	Upgrades and Additions	500	497	150	0	0
500235 172	UTHUN GULU	Nkandla	NOMYACA SECONDARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500216 302	UTHUN GULU	Nkandla	MPEPHOSE SECONDARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500243 867	UTHUN GULU	Nkandla	ONGOYE PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500198 838	UTHUN GULU	Nkandla	QHUBANDABA PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500300 514	UTHUN GULU	Nkandla	ZINQOBELE SECONDARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500491 397	UTHUN GULU	uMhlathu ze	NGULUZANA PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	6,178	0	84	2,467	822
500222 259	UTHUN GULU	uMhlathu ze	MZINGWENYA PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	32,183	0	0	3,218	14,272
500133 866	UTHUN GULU	uMhlathu ze	RICHEM SECONDARY SCHOOL	Independent Development Trust	New Infrastructure Assets	14,512	15	4,000	0	0
500309 468	UTHUN GULU	uMhlathu ze	NQAMANA JUNIOR SECONDARY SCHOOL	DoPW	Upgrades and Additions	500	68	150	0	0
500181 448	UTHUN GULU	uMhlathu ze	KWAMONDI PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500309 061	UTHUN GULU	uMhlathu ze	NKWELO PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500306 952	UTHUN GULU	uMlalazi	MAJIYA SECONDARY SCHOOL	Independent Development Trust	Upgrades and Additions	9,809	3,000	159	0	0
500126 133	UTHUN GULU	uMlalazi	EBOMVANENI PRIMARY SCHOOL	Coega Development Corporation	Upgrades and Additions	3,221	1,925	61	0	0
500160 802	UTHUN GULU	uMlalazi	IMFIHLO PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	904	295	904	0	0
500138 121	UTHUN GULU	uMlalazi	ENQOLENI PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	48,797	1,000	0	4,880	14,430
500142 117	UTHUN GULU	uMlalazi	ETHAFENI PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	26,914		0	2,691	14,515
500127 169	UTHUN GULU	uMlalazi	EFUYENI PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	4,990	600	0	50
500441 299	UTHUN GULU	uMlalazi	NGQEKWANE SECONDARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500306 841	UTHUN GULU	uMlalazi	KHANYISELISIZWE SECONDARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
500264 402	UTHUN GULU	uMlalazi	SIGANANDA PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50

## H12.0 DEPARTMENT OF SMALL BUSINESS DEVELOPMENT

The Department of Small Business Development (DSDB) established in 2014, is mandated to advance the growth and sustainability of micro, small and medium enterprise( SMMEs) and cooperatives. Furthermore in pursuit of Vision 2030 as expressed in the National Development Plan, the Department must co-ordinate and guide wider- government system in the creation o enabling policy, legislative and regulatory environment for sustainable SMMEs and cooperatives capable of delivering the NDP Vision of generating between 60 and 80% o the GDP and 9,7 million new jobs by 2030.

11 co-operatives have been identified by the department(DSDB) for funding within King Cetshwayo District and details such as monetary value will still have to be determined.

# SECTION I:

## ANNUAL PROGRAMMES

### TOP 10 IDP FOR OVER 10 YEARS

#### KEY COMMUNITY PROGRAMMES

- **CHILD PROTECTION**  
In the commemoration of the District Child Protection Week, King Cetshwayo District Municipality organized educational awareness sessions for two days during May. The children are transported and to participated in the International Children's Day
- **NATIONAL CHILDREN'S DAY**  
King Cetshwayo District Municipality participated in the commemoration of the National Children's Day organized by the Office of the Premier
- **CHILDREN'S DIALOGUE**  
The King Cetshwayo District Children's Dialogue aim is to teach children of their rights and responsibilities and to further encourage participation of children in the dialogues
- **CHILDREN CHRISTMAS TOY DISTRIBUTION**  
We initiated the Children's Xmas Toy Distribution in partnership with the Motsepe Foundation in 2014. It will be an annual event.
- **SENIOR CITIZENS HEALTH AWARENESS CAMPAIGN**  
The Health Awareness Campaign takes place every year and is aimed at promoting Healthy Living Lifestyles for Senior Citizens in the District. Presentations were done by Age in Action on: Cancer, Nutrition, HIV/ AIDS, TB, Eye Health, Chronic Diseases and Arthritis.
- **SENIOR CITIZENS FORUMS**  
Conducted Senior Citizens Forums.
- **GOLDEN GAMES**  
The aim of the Golden Games is to enhance the quality of life and improve the health of senior citizens by engaging them in activities which promote an optimal level of social, physical and mental well-being. King Cetshwayo District Municipality participates annually in the Golden Games from Local to National Level.

- **ANNUAL CHRISTMAS PARTY**

For Senior Citizens, held in December.

- **GENDER PROGRAMME 16 DAYS OF ACTIVISM**

The District 16 Days of Activism Campaign against Women and Children Abuse is held annually

- **PROGRAMMES FOR THE DISABLED**

People with disabilities face a wide range of issues and challenges including lack of access to education, employment, health care and social services. In employment markets the possibility of them being employed is often not a reality due to them not being equipped with relevant skills. King Cetshwayo District Municipality has intervened by ensuring that three people with disabilities per Local Municipality are afforded opportunities to obtain driving licenses. We also have in partnership with Athena College, accommodated 20 Disabled interns at King Cetshwayo.

- **CRIME AWARENESS PROGRAMME**

King Cetshwayo works in partnership with the department of Community Safety to conduct crime awareness in areas identified by the department with high crime statistics.

- **EDUCATION**

King Cetshwayo is embarked in a programme of education, skills development and training. In January 2015, Ten (10) university students were assisted with registration fees of R5000-00 each. On top of this, One Hundred (100) Top Matric Achievers identified through the Department of Education were awarded registration grants and R100 00-00 was spent for this purpose. In 2014 an additional 60 were assisted with registration by the Office of the Mayor. In 2015 the Mayoral Office assisted more than 100 with registration fees through fundraising efforts. We also assisted 15 with outstanding fees, and another 15 through the Motsepe Foundation.

- **MALE MEDICAL CIRCUMCISION**

Since the acknowledgement by medical experts that male circumcision helps reduce HIV/AIDS infection rates, King Cetshwayo has collaborated with the Department of Health in many group male medical circumcision projects.

- **HIV PROJECTS**

- **Condom Distribution:** The Municipality also collaborated with the Department of Health in the distribution of condoms. More than 3 000 000 male condoms were distributed during the financial year under review.
- **King Cetshwayo District Moral Regeneration Movement Forum:** in partnership with the Office of the Premier
- **Senior Citizens Forum:** and People Living with HIV & AIDS Forum at uMhlathuze Local Municipality
- **District Aids Council**
- **Integrated Access to Care and Treatment:** (I ACT Training) conducted by Zoë Life in partners

- **DISASTER MANAGEMENT**

Since 2012, the District Disaster Management Centre with the assistance of Working on Fire has recruited and trained at least 657 disaster management volunteers. The Nkandla Local Municipality has the highest number of volunteers (296) followed by uMlalazi (162) and uMfolozi (137). The uMlalazi Local Municipality uses Working on Fire volunteers. The uMhlathuze and Mthonjaneni Local Municipalities do not have disaster management volunteers yet, however the process to recruit and train volunteers is underway pending budget availability.

- **TATA MADIBA**

The leadership of King Cetshwayo started a tradition of acknowledging the birthday of Tata Madiba by getting involved in the 67 minutes campaign.

## SPORT

The Sport event in which King Cetshwayo Municipality participates every year is the SALGA KZN Games.

Another feather in our cap in the financial year under review was being placed Runner-Up in the KZN Salga Games held in Ladysmith. We received gold medals for football (Males), Netball (Males) and Volleyball (Males); silver medals for Boxing, Rugby (Males), Rugby (Females), Golf, Netball (Females) and Indigenous Games; and a Bronze medal for Cricket. We were also awarded for being the Best Organised District.